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Georgia Department of Corrections

1985 ANNUAL REPORT

GEORGIA DEPARTMENT OF CORRECTIONS
Floyd Veterans Memorial Building
Room 756 - East Tower
Atlanta, Georgia 30334

David C. Evans
Commissioner

The Honorable Joe Frank Harris
Governor of Georgia
Members
of the General Assembly
State Capitol
Atlanta, Georgia 30334

Dear Governor Harris and Members of the General Assembly:

I am pleased to submit to you the Georgia Department of Corrections Annual Report for the fiscal year beginning July 1, 1984 and ending June 30, 1985.

During this period the Department has made great strides and received national recognition. Your support has been invaluable as we attempted to bring a balanced approach to the system. Development of alternatives to incarceration such as Community Service, Intensive Probation Supervision and the Shock Incarceration Unit, has been a major accomplishment, as well as the addition of bed space to address the ever-increasing population.

We will not solve all of the problems facing this Department, and the State, but with your continued guidance and support these problems are not insurmountable.

Sincerely,

David C. Evans
Commissioner

DCE:fd

DAVID C. EVANS
Commissioner

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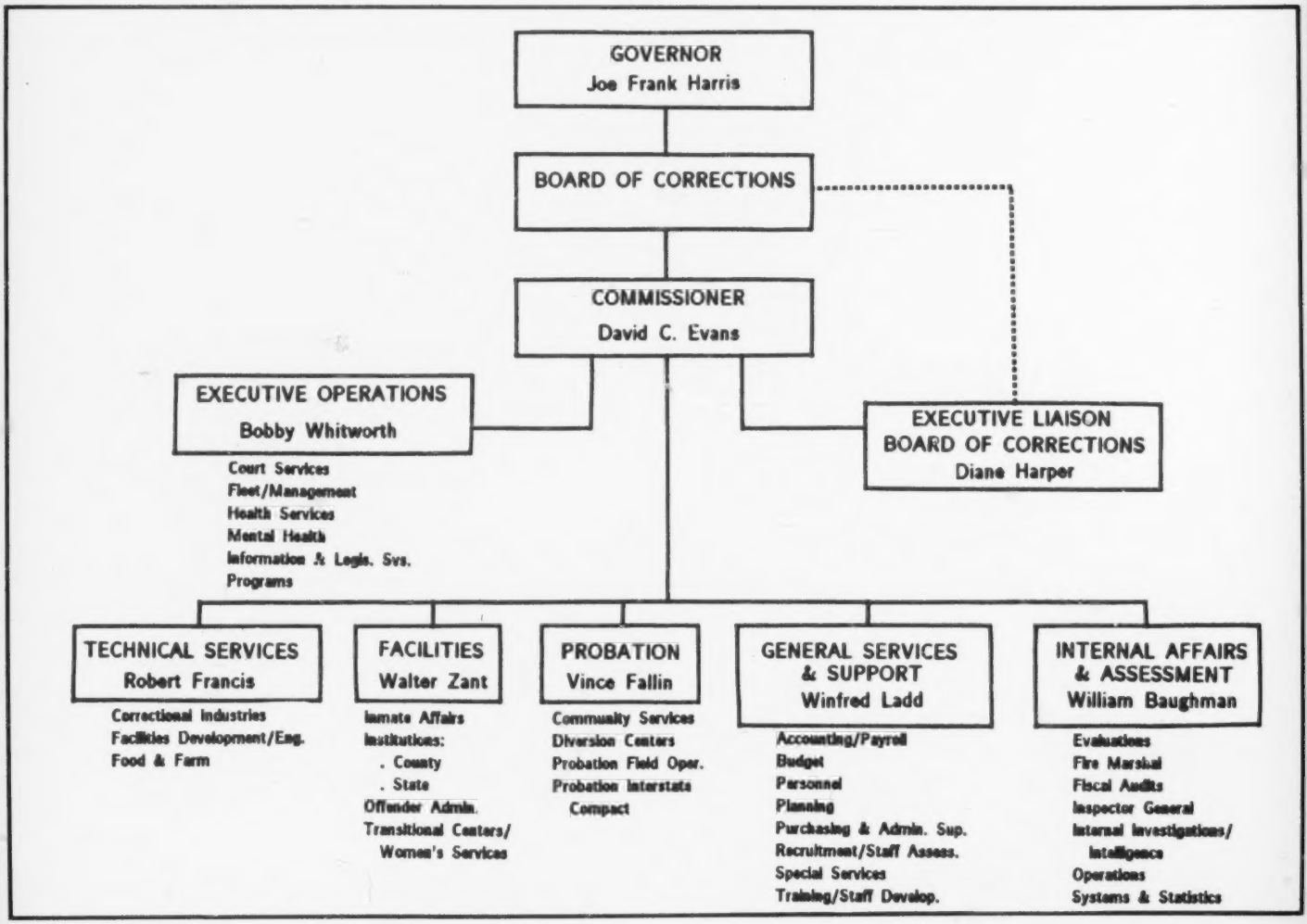
ORGANIZATION

The primary mission of the Georgia Department of Corrections is to provide maximum protection to the community, staff and inmates. This is done by carrying out the sentences imposed by the courts while providing work and program activities to offenders which improve their chances of succeeding as law-abiding citizens after release.

The agency and its programs are administered under the direction of the commissioner. Six major divisions are headed by deputy commissioners charged with carrying out the policies and programs of the agency in their specific areas.

The administrative offices of the department are located at the Floyd Veteran's Memorial Building, East Tower, Atlanta, GA, 30334.



BOARD OF CORRECTIONS

Current Board members are, left to right, seated: Charles D. Hudson (Secretary), James M. Caswell, Jr. (Chairman), Bettye O. Hutchings, (Vice–Chairperson), standing: H. Lyle Jones; G. Robert Carter; Charles L. Gordon; James C. Harrison; James E. Autry; Jerry F. Nicholson; Victor B. Davis; John A. Dana; Claudia T. Mertl; William R. "Ronnie" Lance, Jr.; Not pictured: James E. Barnett; T. Joseph Campbell

The Georgia Board of Corrections is composed of 15 members, one from each congressional district in the state and five additional members from the state at large. Members are appointed by the Governor to five–year staggered terms. The board establishes general policy for the department and is charged with the appointment of the commissioner.

As of July 1, 1984 the members of the Board of Corrections were Mr. James M. Caswell, Jr., chairman, Atlanta; Ms. Bettye O. Hutchings, vice–chairman, Macon; Mr. Charles D. Hudson, secretary, LaGrange; Mr. James E. Autry, Jr., Camilla; Mr. James E. Barnett, Atlanta; Mr. Joseph T. Campbell, Calhoun; Mr. G. Robert Carter, Valdosta; Mr. Victor B. Davis, Conyers;

Mr. Charles L. Gordon, Savannah; Mr. James C. Harrison, Atlanta; Mr. William R. Lance, Jr., Gainesville; Ms. Claudia T. Mertl, Morrow; Mr. Jerry F. Nicholson, Athens; Mr. John A. Dana, Sandersville; Mr. H. Lyle Jones, LaFayette.

The board actively participates in current and future issues affecting Georgia's adult corrections, and is the ultimate approving authority for departmental rules, regulations and policies. The members serve as an invaluable link with the citizens of the state, each with fresh ideas and different perspectives. The board has a very strong commitment to becoming more knowledgeable about the criminal justice system as a whole. Many of the board members have joined national associations such as the American Correctional Association and Southern States Correctional Association and attend their meetings regularly. Communication, and maintaining and improving relationships with criminal justice agencies are a major goal with the board.

This year's standing committees have increased the board's involvement markedly. These committees and their chairmen are Personnel & Community Affairs, William R. Lance, Jr.; Fiscal Operations & Administration, Charles D. Hudson; Institutional Operations & Transitional Centers, Jerry F. Nicholson; Diversion Programs & Probation, James C. Harrison; Correctional Industries, Victor B. Davis.

The Executive Liaison

The executive liaison for the Board of Corrections is organizationally located with the commissioner's administrative office and serves the commissioner as liaison to the board. This position provides all administrative, logistical and daily support for the board, acting as the primary liaison between the board and the department.

EXECUTIVE OPERATIONS

Court Services

The primary mission of the Courts Service Unit is to supervise and coordinate on a statewide basis the identification and collection of information and other resources needed by the Office of the Attorney General for the effective representation of the department's interests in diverse areas of the law.

A second mission of the unit is to coordinate the development by agency staff of plans, schedules, budget requests and policies to implement court-ordered decrees, and to advise the commissioner of any problems which need to be resolved in order to meet court requirements or to comply with advice given by the attorney general. In addition, a subordinate mission of the section is to provide technical assistance as requested by actively participating in basic training for staff. The section also regularly participates in the **Advanced Certified Public Manager Program.**

A third and growing functional area concerns the maintenance of an administrative hearing component within the unit which provides a due process mechanism for administrative grievances generally concerning conditions of their confinement. This function not only attempts to assure that certain rights guaranteed to inmates by the law are properly protected, but that legitimate inmate grievances are solved without resorting to legal action by the inmates.

A fourth function of the unit is providing administrative support in real property acquisitions and construction of correctional facilities. In this capacity, the unit acts as the department's liaison with the attorney general's office and state authorities in obtaining construction and sales contracts, easements, utility licenses, certifications of title and boundary line surveys. Additionally, this unit provides assistance in the preparation of rental agreements for leased community-based facilities, and frequently represents the department in negotiations with landlords.

Health Services

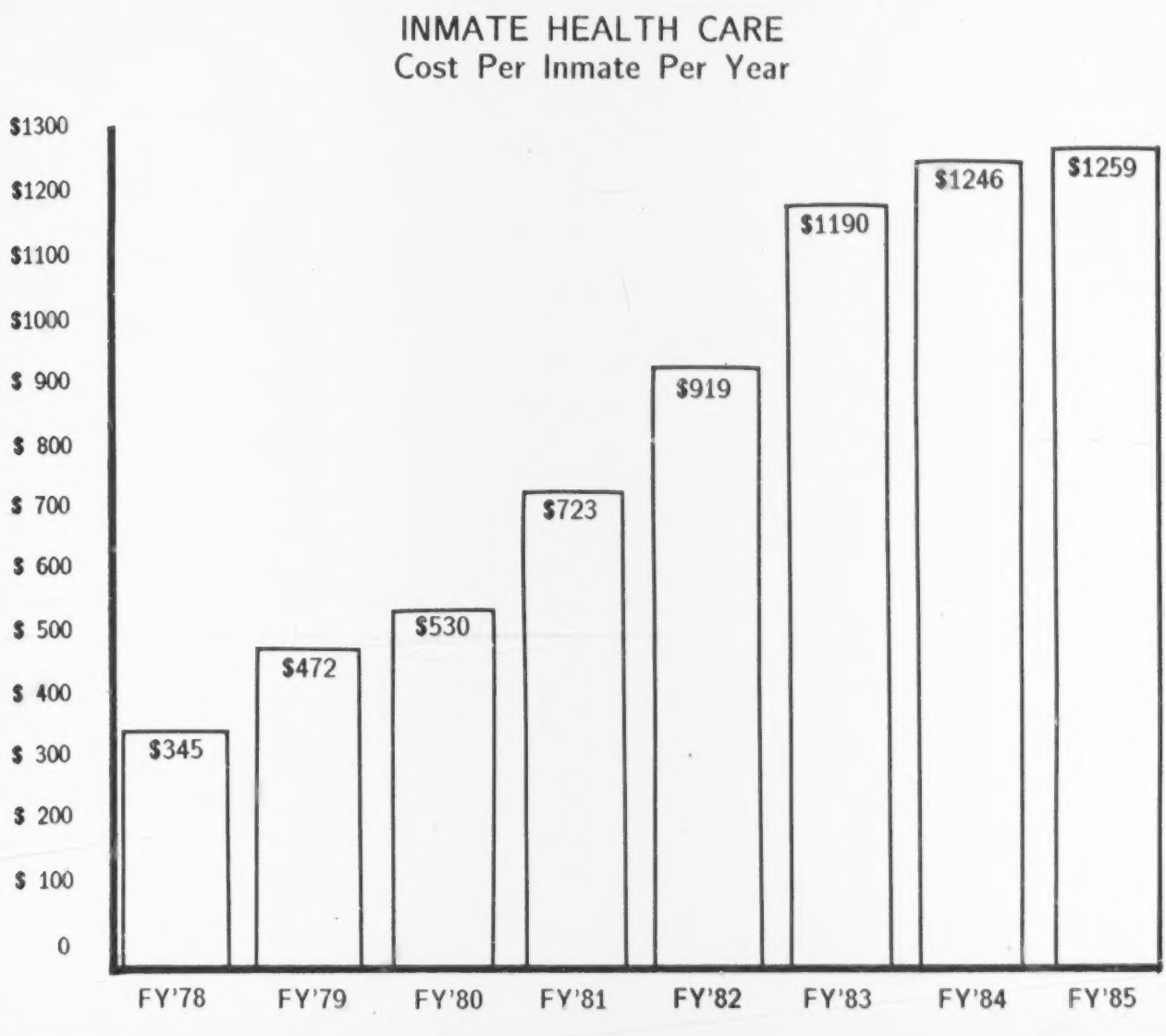
The mission of the Health Services Section is to coordinate the delivery of health care systemwide in a manner which meets contemporary standards of medical and dental practice in the community.

During FY 1985 the department continued to move toward the achievement of this objective while continuing efforts to provide the most cost effective care. This year ACMI and the Women's Correctional Institution achieved accreditation through the Medical Association of Georgia. This made a total of nine facilities accredited according to the Standards of the American Medical Association, underscoring the department's commitment to provide quality health care throughout the system.

The expansion of health services during FY 1985 was evident in a number of areas. During the fiscal year, a centralized infirmary for the male population of MCGI was opened, providing 24–hour nursing care in an urgently needed area. Dental services were expanded at MGCI with the opening of a dental clinic at the women's institution along with the renovation of space at the Youthful Offender CI to serve as a satellite dental clinic. Other programs implemented during the year that had a substantial impact upon health services systemwide included a program of same–day surgery at a number of institutions along with a greater emphasis upon in–house minor surgery at ACMI.

During FY 1985 the role of ACMI continued to be crucial to the delivery of health services throughout the system. There were 5,737 visits to specialty clinics held at ACMI. There were 1,092 admissions to the infirmary unit at ACMI, and there was an average daily occupancy of 50 beds within the acute care and chronic care units within that facility. This was significant when one considers the fact that many of these inmates would have been occupying outside community beds prior to the opening of ACMI.

In regard to the cost of care, the department spent $17,430,531 during FY 1985 for inmate health care. This translated to a cost per inmate per year of $1259, or a one percent increase over the previous fiscal year. Cost containment efforts included maximizing the utilization of in–house services such as infirmary beds and in–house minor surgery services at ACMI. Additionally, efforts to reduce costs during the year resulted in decreases in the utilization of services at Central State Hospital along with a reduction in the use of outside community hospitals.



The following table summarizes the level of activity of health services during FY 1985. These figures convey something of the magnitude of health services within the system and reflect the involvement of the department in the effort to deliver health care in a manner that meets contemporary as well as constitutional standards.

HEALTH CARE HIGHLIGHTS FY 1985

Total Full–Time Personnel	365
Total Health Care Budget	$17,430,531
Cost Per Inmate Per Year	$1,259
Total Number Outpatient Contacts (Sick calls, walk–ins, etc.)	430,422
Average Number Times Each Inmate Saw a Health Care Provider During the Year	36
Total Days Hospital Care	4,457
Average Daily Census in Hospitals	12.2
Total Number of Admissions	486
Average Cost Per Admission	$4,268

Information & Legislative Services

The Information Section serves the information needs of the general public, the news media, other state and national governmental agencies and high school and college criminal justice programs. The office also functions as an intradepartmental communications channel.

This past year a fully equipped audio visual services unit was established which will broaden the department's capability to reach a variety of audiences via professional video--tape productions featuring the multitude of programs in the department as well as produce training and orientation films for in–house use..

The acquisition of a personal computer and specialized software in the Publications Unit will allow professionally produced camera–ready, typeset publications and graphics such as the annual report, employee newsletter, brochures, etc. without paying typesetting charges.

Information and Legislation Services works to maintain a positive community perception of GDC's mission through:

- news releases
- speaking engagements
- written and telephonic replies to requests for information
- coordination of media visits to institutions
- special events
- **legislative services**
- coordination of major news conferences
- publications
- special surveys and research
- audio visual services
- volunteer services
- community services
- 24–hour availability

The Legislative Services Unit is responsible for developing and monitoring legislation critical to the operations of the department. By maintaining close working relationships with the General Assembly, the unit strives to present the department's interpretations and ramifications of proposed legislation.

Through continuing work with the General Assembly and other criminal justice agencies, the section seeks to ensure that GDC's law enforcement efforts are coordinated and maintained throughout the system.

Mental Health Section

The mission of the Mental Health Section is to provide necessary mental health care and mental retardation services to offenders who have a diagnosable and treatable mental disorder. A team effort involving mental health, medical, program and security staffs is utilized in treating and managing the seriously mentally disordered inmate.

During this fiscal year an average of 755 inmates per month were receiving mental health treatment and other related services. These inmates were located at the nine institutions with mental health teams, having been referred for treatment from diagnostic processing and other institutions throughout the correctional system. The primary mental health staff involved in providing treatment to this population consists of 41 full–time staff, 15 part–time licensed

psychologists and 11 part–time psychiatrists.

On July 1, 1984 the Mental Health Section was transferred to the Executive Operations Division in order to more closely align its functions with the Health Services Section. As part of this realignment two existing staff positions were reallocated to meet the increasing workload of the Mental Health Section.

Key administrative actions were taken to establish a sound foundation for the effective management of MH/MR services throughout the corrections system. The rules and regulations of the department, related to mental health services, were revised and updated to reflect the agency's current policies in addressing its mentally disordered population. To facilitate improved management of resources, a separate cost center was established for the Mental Health Section. In a cooperative effort with the Department of Human Resources, the Guilty But Mentally Ill law was amended and an interagency agreement was implemented which improved the assessment and services provided persons sentenced under that law. During the FY 1985 legislative session additional professional staff positions were authorized to better enable the department to treat and manage the population with significant mental disorders.

At Georgia State Prison the number of mental health beds were expanded to enhance that institution's capability of further individualizing treatment and management of its MH/MR population. Of special significance is the establishment of a MH/MR work detail in Correctional Industries. At the Georgia Women's Correctional Institution the MH/MR unit was relocated to the newly constructed building expanding the capacity and providing the opportunity to improve programming.

Among the achievements there was the development of an impactful activities therapy program by the Recreation Section for inmates with mental disorders. Toward the latter part of the fiscal year a position was reallocated to the Georgia Diagnostic and Classification Center to develop more significant MH/MR services for inmates undergoing diagnostic processing.

Rehabilitation Programs

The Programs Section was moved from Technical Services to the Executive Operations Division in 1985. This section provides the following statewide services to correctional facilities and transitional centers: chaplaincy, counseling, education, recreation and library services. Each function has its unique areas of responsibility, with the shared and general mission of offering programs which will enhance an offender's skills and interests so that he/she has a better opportunity for rehabilitation during and after incarceration. The major objective of all rehabilitation programs is to identify the needs of the individual which might have contributed to his/her incarceration; and through program channels, offer tools which if used, could contribute to the individual's ability to adapt, thus decreasing the probability of his/her returning to prison.

Chaplaincy

The Chaplaincy program is responsible for meeting the religious needs of inmates. Chaplaincy programming includes inmate worship services, music programs, Bible study classes, religious education and pastoral counseling, as well as other activities to promote the spiritual growth of offenders who seek the services. In addition to providing pastoral services for offenders, chaplains provide assistance for staff and families as appropriate. The director of Chaplaincy coordinates services rendered by 24 clinical chaplains, 16 contract chaplains working eight hours weekly and two full–time volunteer chaplains. At any time approximately 35 percent of the inmate population is involved in chaplaincy programs.

Major Accomplishments:

– Enlisted two full–time volunteer chaplains and hundreds of volunteers assisting the chaplains. A practical clinical pastoral education program continues to function at Metro Correctional Institution with six students.

– Developed a program leading to a diploma in Christian Ministry offered through the Georgia Baptist Extension Department.

– An accredited clinical pastoral training program for GDC staff and interns became completely operational at the Georgia Diagnostic and Classification Center during the fall of 1984, and continues to function.

– Coordinated the total Bill Glass program in Central Georgia this year; plans are being made for South Georgia institutions for 1986.

Counseling Services

Counseling/guidance services and programs are offered to offenders in correctional institutions and transitional centers throughout the state. Counselors, in conjunction with other members of the correctional team, provide inmates the opportunities to learn new coping, personal and social skills which will facilitate their adjustment to institutional living. Skill development to assist their re–entry into society as productive citizens is also emphasized.

Basic counseling and case management services include intake and orientation; individual and group counseling; specialized group services (e.g. alcohol/drug, parenting, stress management, work adjustment, etc.); service coordination with other agencies and within facilities; advocacy in classification, disciplinary and grievance processes; crisis intervention; and pre–release preparation. There are approximately 280 counseling positions to deliver these services throughout correctional institutions/centers.

Education Services

Education services include academic and vocational/on–the–job (OJT) training. The academic programs extend from literacy through General Education Development (GED) certification, and over half of the institutions have college programs as well. The vocational programs include such trades as auto mechanics, welding, carpentry, drafting, upholstery, barbering and plumbing. Vocational programs emphasize (1) the development of basic competencies required for employment after release, and (2) the development of semi–skilled personnel to assist in institutional operations. Plans were made and implemented to identify and place skilled inmates needed for departmental work assignments.

Special education classes are offered in eight institutions, and federally funded supplementary programs are available at three institutions. One of these programs, authorized under the Education Consolidation and Improvement Act, was cited as exemplary by the U.S. Department of Education in May.

During the fiscal year more than 11,000 inmates were enrolled in various educational programs, as follows:

Vocational/OJT	3,553
GED Preparation	1,644
Basic Skills	2,859
Literacy/Remedial Reading	1,432
Special Education	310
Other Programs*	1,336
Total	**11,134**

** Life Skills, Independent Study, etc.*

Library Services

In FY85 Library Services for staff and inmates were combined in the Program Development Section under the Director of Library Services. The primary mission of Library Services is to provide a full spectrum of materials and services to meet the needs of the users.

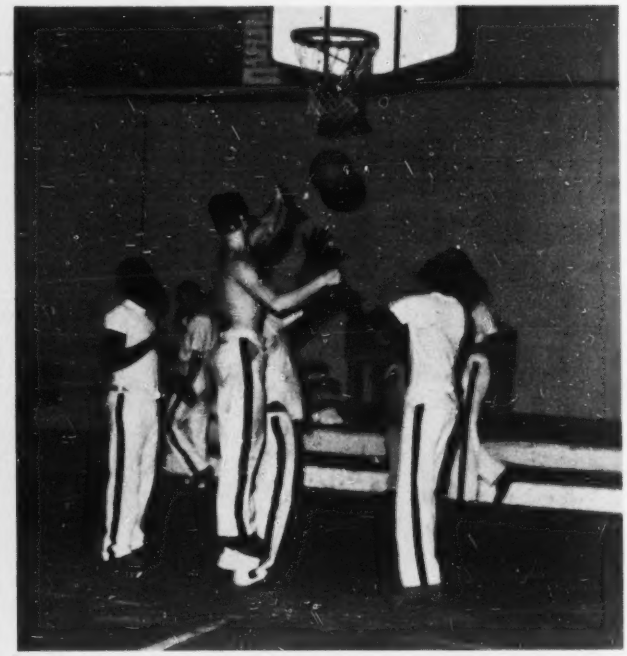
Through institutional libraries, Library Services are provided to the state's adult inmates. The services and materials available respond to the recreational, educational and self–development needs of the inmate population. All 23 institutions now provide some level of library services ranging from basic book circulation to a full program of services including circulation of books, magazines and audio–visual materials, reference services and sponsorship of interest groups. Although systematic data collection will not be fully instituted until FY86, the data available for FY85 indicate that the upgrading of collections, expansion of hours and standardization of procedures have resulted in increases in circulation and general library use. A major factor in the upgrading of library services in FY85 was the planned use of a federal Library Services and Construction Act grant.

The Reference/Resource Center provided circulation and informational services to 450 GDC staff members in FY85. Over 2000 books, journals and photocopies were checked out by central office and field staff. In addition, the general public made use of the resources of the center for research in criminal justice and corrections. A new current awareness service, the R/RC Alert, gave field staff greater access to the materials in the staff library.

FY85 ended with plans being made to expand staff resources, upgrade staff informational services and consolidate and improve institutional library resources.

Recreational Services

Participation in the correctional recreational program is a vital part of the total treatment program as it eases tension, promotes the morale of participants and seeks to enable an individual -- through learning and living experiences -- to cope effectively in a free society. During FY85 intramural programs continued at all state correctional institutions, as well as some county



correctional institutions and community based treatment centers. Programs include traditional team sports, cultural arts, special events and social recreation (table games, pool, etc.). Statewide competition is held in softball, volleyball, summer and winter olympics, basketball, flag football, drama, creative writing and music.

Special projects which have been initiated during the year have included a research project on "The Status and Role of Correctional Recreation in Georgia" (a project with the Recreation Technical Assistance Office of the Institute of Community and Area Development, University of Georgia, developed by Ms. Leslie Millar and Dr. Jean Keller. participation in two Therapeutic Recreation Symposiums, a pilot project at Augusta Correctional and Medical Institution to establish standards for activities therapy, the development of skills training for personnel working with special populations, establishment of professional standards to meet the licensing requirements of the State Board of Recreation Examiners for Activity Therapists, the development of management policies and procedures and participation in both the Georgia Parks and Recreation Society and the National Correctional Recreation Association.

Two special projects, "The Status and Role of Correctional Recreation in Georgia," and a presentation developed from the 1984 "Windows" drama production have been nominated for national awards by the National Correctional Recreation Association.

The staff members involved in these projects have been invited to make presentations at the annual convention of this organization.

The top priority for Recreational Services in FY86 is to continue the development of activities therapy as our recreation personnel expand more into the provision of services to special populations.

The Risk/Fleet Management Unit manages over 670 GDC vehicles.

Risk/Fleet Management

The Risk/Fleet Management Section coordinates all employee and property insurance programs, handles claims against the department, promotes the department's safety program and manages the motor vehicle fleet.

Fleet management includes budgeting, purchasing and surplusing vehicles. As of June 30, 1985, there were over 670 vehicles in the department of all sizes and descriptions. Seventy-four vehicles valued at $667,178 were purchased in FY85. For maximum operating efficiency, 52.7 percent had 4 cyl. engines. Future plans will include the purchase of more diesel and 4 cyl. powered vehicles as all vehicles

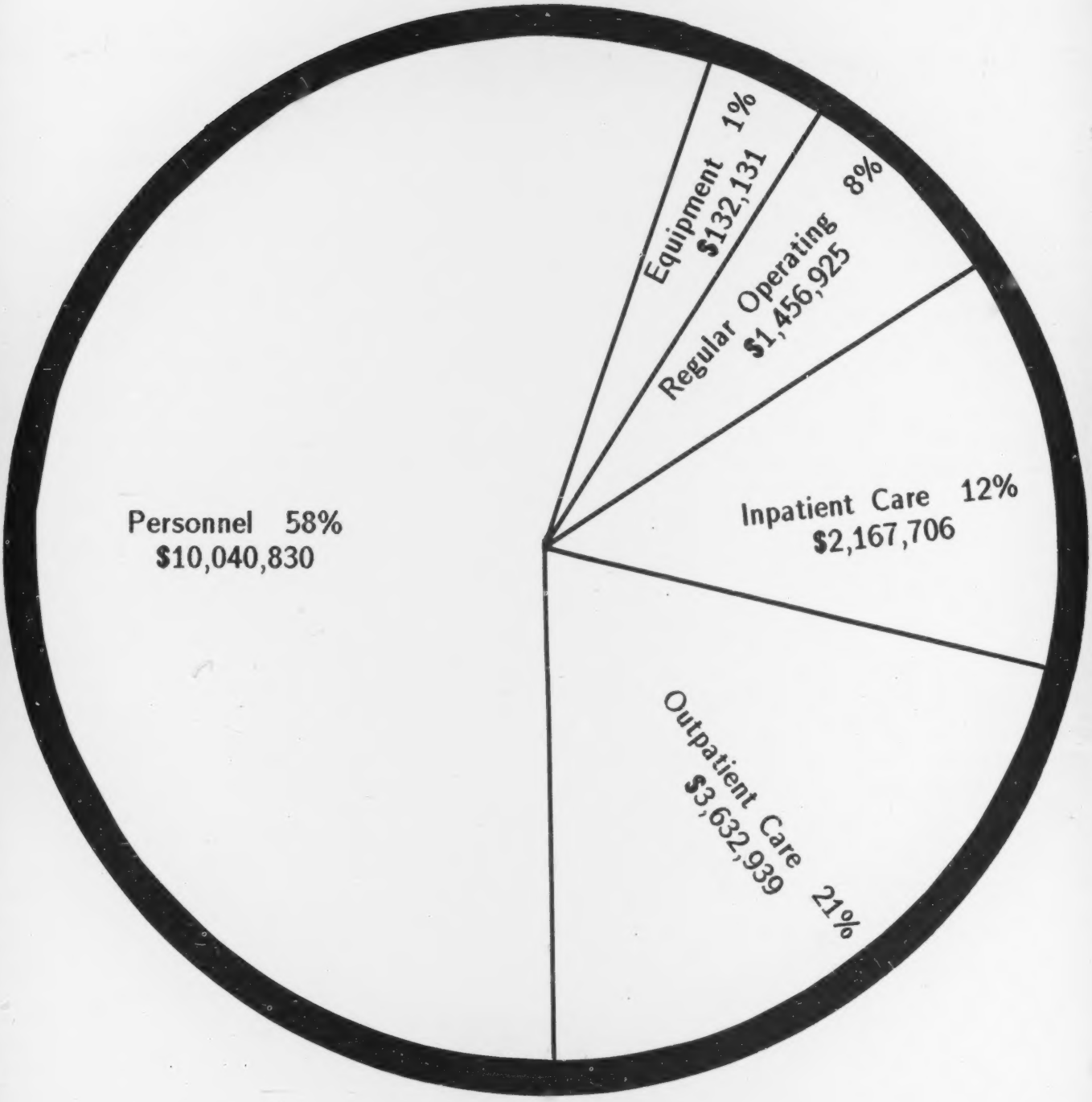
are designed for specific tasks for minimum operating cost. The Vehicle Operating Manual was revised to include more instructions on preventive maintenance and to update operating guidelines.

Insurance–related items included updating all property registers on buildings and contents to assure adequate insurance coverage. Vehicles are also insured and high mileage, expensive vehicles are covered by collision insurance. Special insurance policies, vehicle accidents and property damage claims are coordinated by the section with various other state agencies and commercial firms.

Claims by citizens against the department that fall within the "under $500 and over $500" rule are processed by this section. Investigations are completed and reported to the Claims Advisory Board in the Secretary of State's office. In FY85, 157 claims were processed.

The safety program was promoted by issuing bulletins, by printing messages on check stubs, by issuing transparencies for use in workshops and by articles in the departmental newsletter. Facilities conduct safety committee meetings with inspections and submit reports to Risk/Fleet Management. The use of seatbelts received special promotion in FY85 and will be highlighted again in FY86.

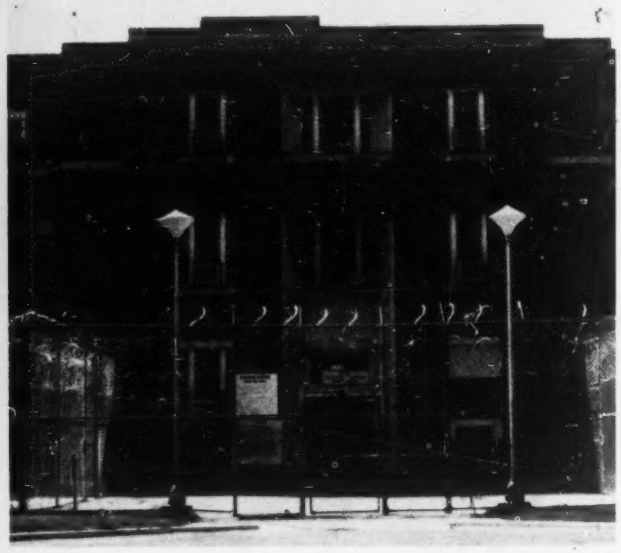
HEALTH SERVICES BUDGET DISTRIBUTION
FY'85: $17,430,531



FACILITIES

The Facilities Division includes state and county institution supervision, transitional center supervision, offender administration and women's services.

During 1985 the major emphasis was bedspace expansion. The capacity of all facilities increased from 15,411 to 15,854, and these facilities operated at approximately 104% occupancy. Funding was received to open a new institution of 300 beds in Forsyth, Georgia. In addition, funding was also received to construct a new 750–bed facility in Chattooga County as well as to redevelop existing facilities in Lowndes and Ware counties. Funding was also requested to expand an existing facility in Gwinnett County.



Rivers CI

County and State Institutions

There are 23 state and 27 county correctional institutions. One of these facilities is designed for female offenders. The combined capacity of all facilities is approximately 15,400 of which 660 are female beds. State and county correctional institutions for male offenders are directed and assisted by three state supervisors. The North Georgia supervisor is responsible for 10 male institutions having a combined official capacity of almost 6000 inmates. The South Georgia supervisor is responsible for 12 male institutions with a capacity of 5800 inmates. The county supervisor is responsible for 27 institutions with a combined capacity of 2600 inmates. These personnel work closely with institution superintendents, issuing and implementing new policies and regulations, resolving problems and ensuring that high standards of security, safety and sanitation are met.

An area of concentration during this year was the repopulation of Georgia State Prison. The population of this institution has been significantly reduced for several years due to litigation and a major redevelopment program. The division began to see resolution of both issues this year when the capacity of Georgia State Prison increased from 812 to 956.

Another significant development was the final implementation of the Special Alternative Incarceration program. This program, located at Dodge Correctional Institution, reached its full 100–bed capacity. The program, designed to provide 90 days of "shock incarceration," has received favorable attention from the local and national media. Planning is underway to expand this program to other sites.

Inmate Affairs

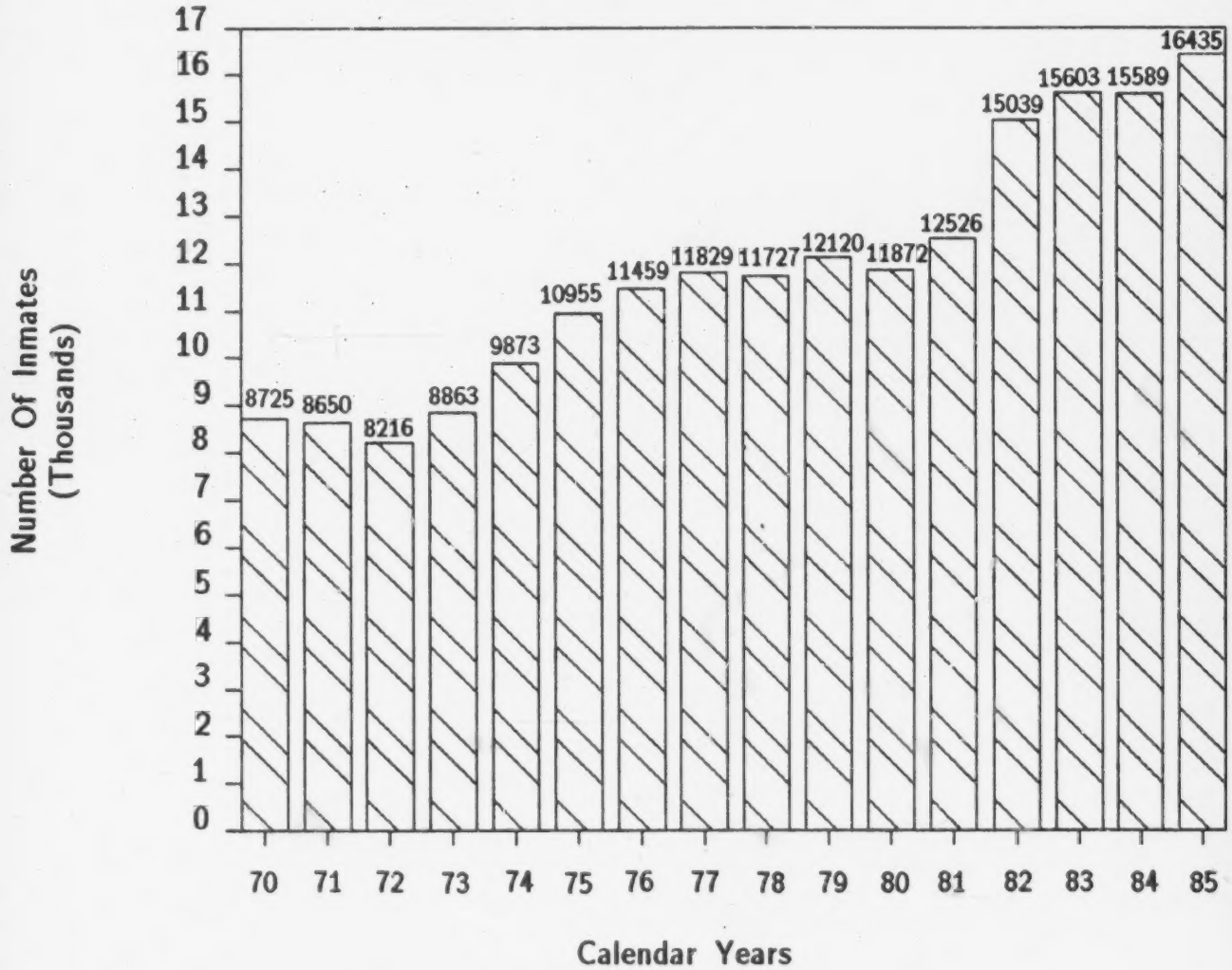
The Inmate Affairs Unit handles all complaints, grievances, claims for lost property and correspondence generated by the inmate population. The unit investigates and assists in the resolution of inmate problems and ensures the

availability of formal channels of communication and conflict resolution.

During this year new inmate grievance procedures were written and published. These procedures require inmate grievances to be resolved at the local level whenever possible. The result has been a significant reduction in the number of complaints being appealed to the department's central office. Response times to inmate complaints have also been improved at all levels.

During FY1985 a total of 12,381 separate pieces of inmate correspondence were handled by this unit.

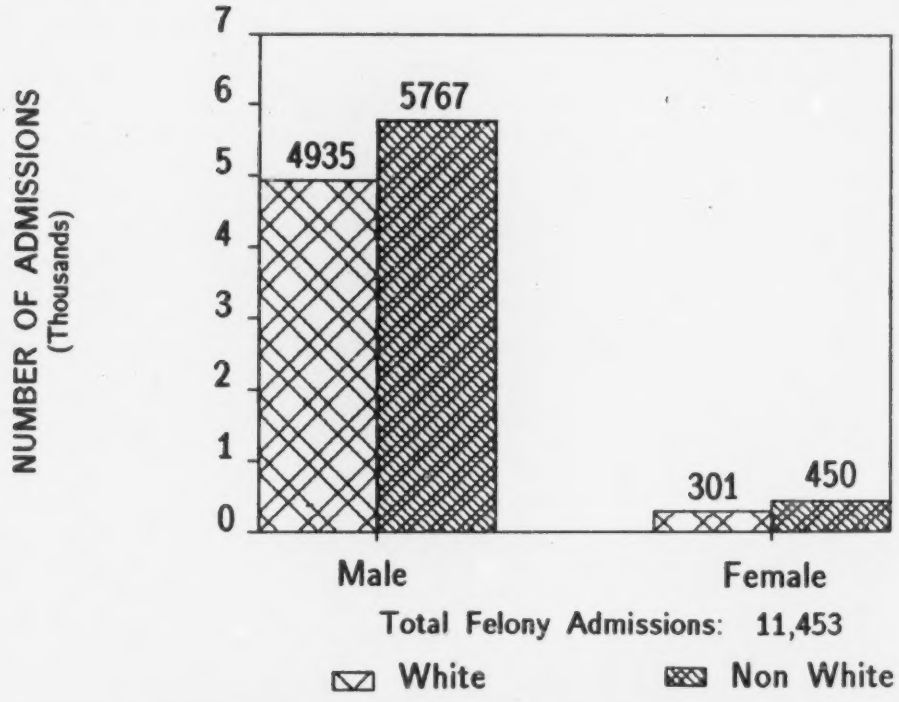
PRISON POPULATION, 1970 – 1985



NOTE: Prison Population total on this graph does not agree with the computer–compiled profile of State Offenders because the graph is drawn using head–count figures reported directly by the institution, whereas the Profile is compiled from admissions and releases reports submitted by the institutions.

NEW FELONY ADMISSIONS FY85

By Race And Sex

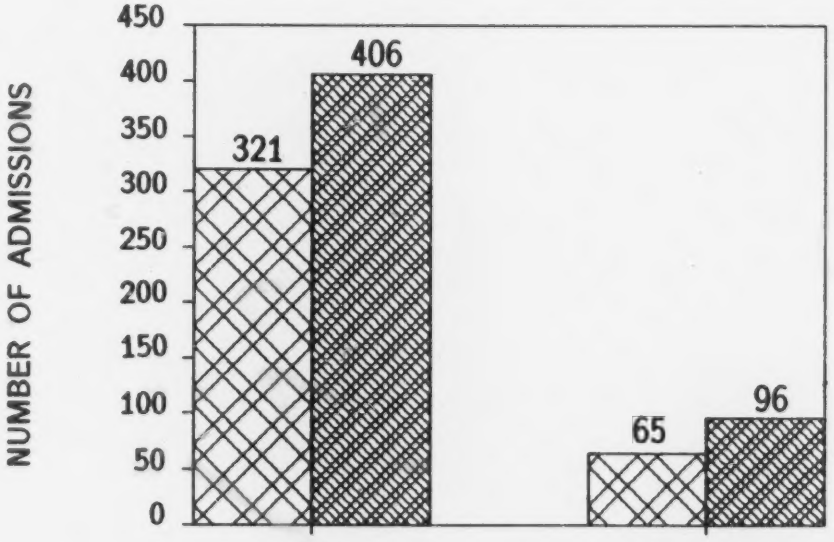


Total Felony Admissions: 11,453

White Non White

NEW MISDEMEANANT ADMISSIONS FY85

By Race And Sex

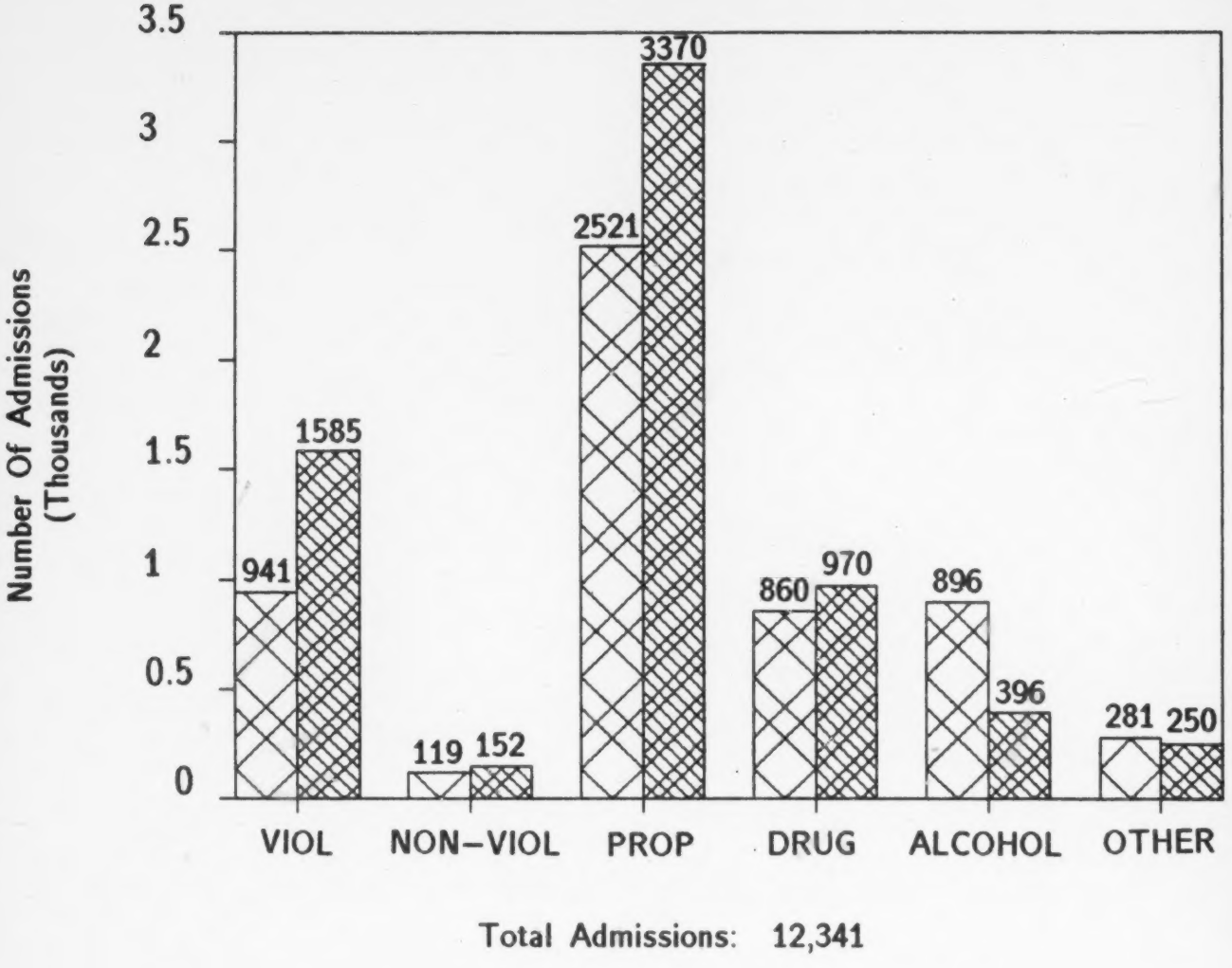


Total Misdemeanant Admissions: 888

White Non White

NEW ADMISSIONS BY CRIME AND RACE

Fiscal Year 85



Total Admissions: 12,341

White ▨ Non–White ▨

The Classification and Assignment Unit processes inmates into the system.

Offender Administration

The Offender Administration Section is responsible for receiving offenders sentenced to be incarcerated, monitoring their movements within the system and assisting their return to the community. The division administers these functions through utilization of statewide classification procedures.

The section is composed of four separate units. The Classification and Assignment Unit is responsible for the classification, assignment, reclassification and escape/extradite of all inmates under departmental custody. The Reception and Release Unit administers sentence reception from 159 counties to include recomputations due to amended sentences, processing of all releases, court productions and detainer agreements. The Records Unit establishes and maintains a file of all active inmates as well as those under parole supervision. The Data Collection Unit is responsible for maintaining ali computerized inmate records. They conduct the retrieval of statistical information for various reports used in the overall management of the inmate population. The number of inmate transactions for FY85 were:

New Sentences Received	13,811
Releases Processed	1,489
Jail Subsidies Paid	$106,275
Inmate Files Established	11,600
Inmate Files Closed Out	10,963

Transition Centers/ Women's Services

Currently there are five transitional centers for men and women and one institution for women. The supervision of these facilities is the responsibility of the state supervisor of Transitional/Women's Services, who acts in an advisory capacity on special programing for female probation services. The total bed capacity for the transitional centers is 463, of which 212 slots are for women, while the bed capacity for the Georgia Women's Correctional Institution is 660, with 200 at the Colony Farm Unit and 460 at the main unit. At any time approximately one-third of the female population is housed at the transitional centers.

Community-based centers combine treatment programs with the opportunity for residents to participate in work release in the local community. Participants are selected based on departmental criteria and as referrals from the parole board. All residents are required to attend a 30-day orientation program which includes instruction in job readiness, life skills, consumer education, drug and alcohol education and other related topics. After orientation, all residents are required to seek and maintain acceptable employment in the local community for the remainder of the assignment at the center.

After employment, residents are required to assume the cost of their room and board and other related expenses such as assisting their families, paying for personal clothing and personal hygiene items, paying medical expenses and in general becoming productive, self-sufficient, law-abiding citizens.

A major addition to all center programs during FY85 was the addition of a standard drug and alcohol education program and the placement of all centers under one administrative supervisor. Combined administrative supervision has allowed more consistency in operations and has allowed for more cooperation in the areas of budgeting, planning and evaluation.

During FY85 the centers have maintained a 92% capacity rate with a total of 1,108 residents participating in the five programs. The centers maintained a 77% successful completion rate and a 96% employment rate. Gross earnings totaled $1,988,864 with $480,819 going to room and board payments for placement in the State Treasury and $357,810 being paid to FICA, federal and state taxes.

An important development for Women's Services in FY85 was the implementation of the project REACH for incarcerated mothers and their children. This program of support and parenting education as well as special visitation opportunities which begins in November 1986, involves groups of mothers at the women's institution. Project REACH was developed in conjunction with staff at the University of Georgia's School of Social Work along with assistance and consultation with staff of Georgia College.

An exciting activity for the Women's Institution this past year was the opportunity for recreation staff to present a program on the use of drama in a correctional setting for other recreation professionals throughout the United States at recreational conferences.

FY85 ADMISSIONS TO PRISON

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
New Admissions From Court	585	422	504	706	590	551	554	561	615	672	579	551	6,890
Parole Revocations	121	169	174	168	143	154	199	141	195	176	172	149	1,961
Probation Revocations (Total)	3	7	6	6	1	3	8	2	6	6	3	4	55
Probation Revocations (Part)	226	322	235	284	264	234	302	324	287	303	322	279	3,382
Serving Elsewhere	3	3	3	3	6	5	2	6	6	6	3	7	53
Total	938	923	922	1,167	1,004	947	1,065	1,034	1,109	1,163	1,079	990	12,341

FY85 ESCAPES/APPREHENSION

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Escapes	14	22	20	12	3	9	14	10	19	10	12	22	167
Apprehended Same Month Of Escape	9	14	11	7	1	4	10	4	8	9	11	13	101
Total Apprehended (Escaped This Month Or In A Prior Month)	15	19	15	16	1	12	14	11	17	24	12	19	175

Source: Inmate Data System
Evalualtion & Statistics

FY85 Departures From Prison

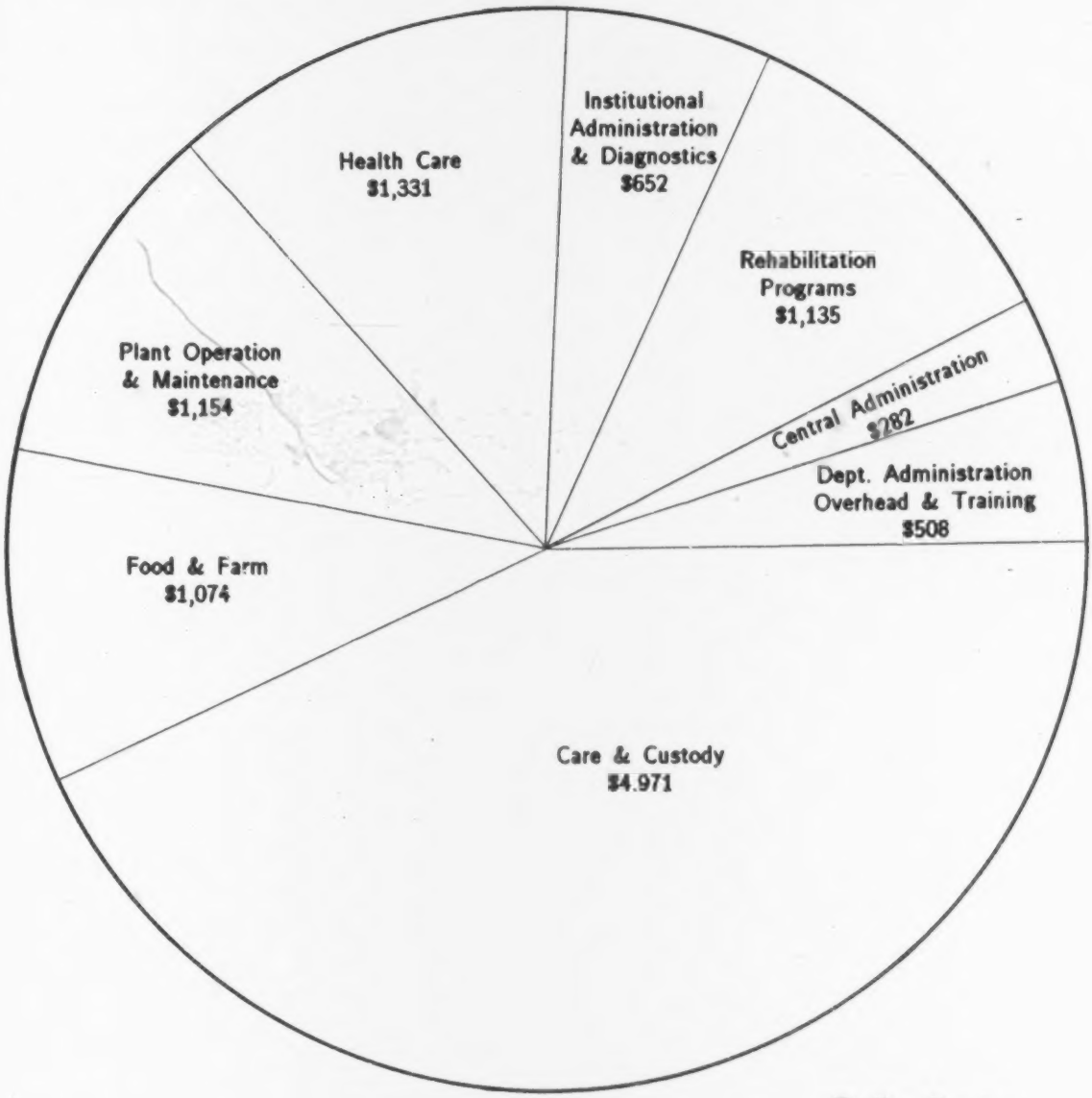
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Sentence Expired	319	365	362	382	344	321	354	347	324	300	341	317	4,076
Commuted By Parole Board	1					1			1	6		3	12
Paroled	501	500	547	479	483	578	525	485	539	475	516	496	6,124
Died In Prison	3	2	2	4	3	2	2	2	1	2	1	7	31
Executed	1					1	1	1	1				5
Escaped*	2	2					2	2	5	1	2	2	18
Amended To Probation	2	10	2	7	4	7	6	5	4	13	7	5	72
Court Order, Bond, Monitor For New Trial**			1	2			2		5	6	5	4	25
Non–Custody**		1	2	3	6	5	2	6	7	5	2	9	48
Paid Fine And Was Released							1			1	2		4
Special Reprieve By Parole Board	60	71	48	57	29	41	73	86	39	70	78	73	725
Suspended Sentence								1					1
Non–Custody Escape**						1							1
Commuted By The Court	4	2	2	3	4	4	1	4	3	3	1	1	32
Youthful Offender Conditional Release	5	4	6	2	2	2		1	1	2	2	1	28
Conditional Transfer	14	28	16	26	19	30	13	28	20	18	14	25	251
Remitted To Probation By Parole Board	1			2				1					4
Total	913	985	988	967	894	993	982	969	950	902	971	943	11,457

**These are FY85 escapees who have not been recaptured. See FY85 Escape/ Apprehension Chart for a complete listing of escapes and apprehensions.*

***These are FY85 releases that are temporary in nature, i.e., the inmate should return to prison.*

Actual Programmatic Costs Per Inmate

FY 1985


Institutional Administration & Diagnostics $652
Health Care $1,331
Rehabilitation Programs $1,135
Plant Operation & Maintenance $1,154
Central Administration $282
Dept. Administration Overhead & Training $508
Food & Farm $1,074
Care & Custody $4,971

Daily Costs

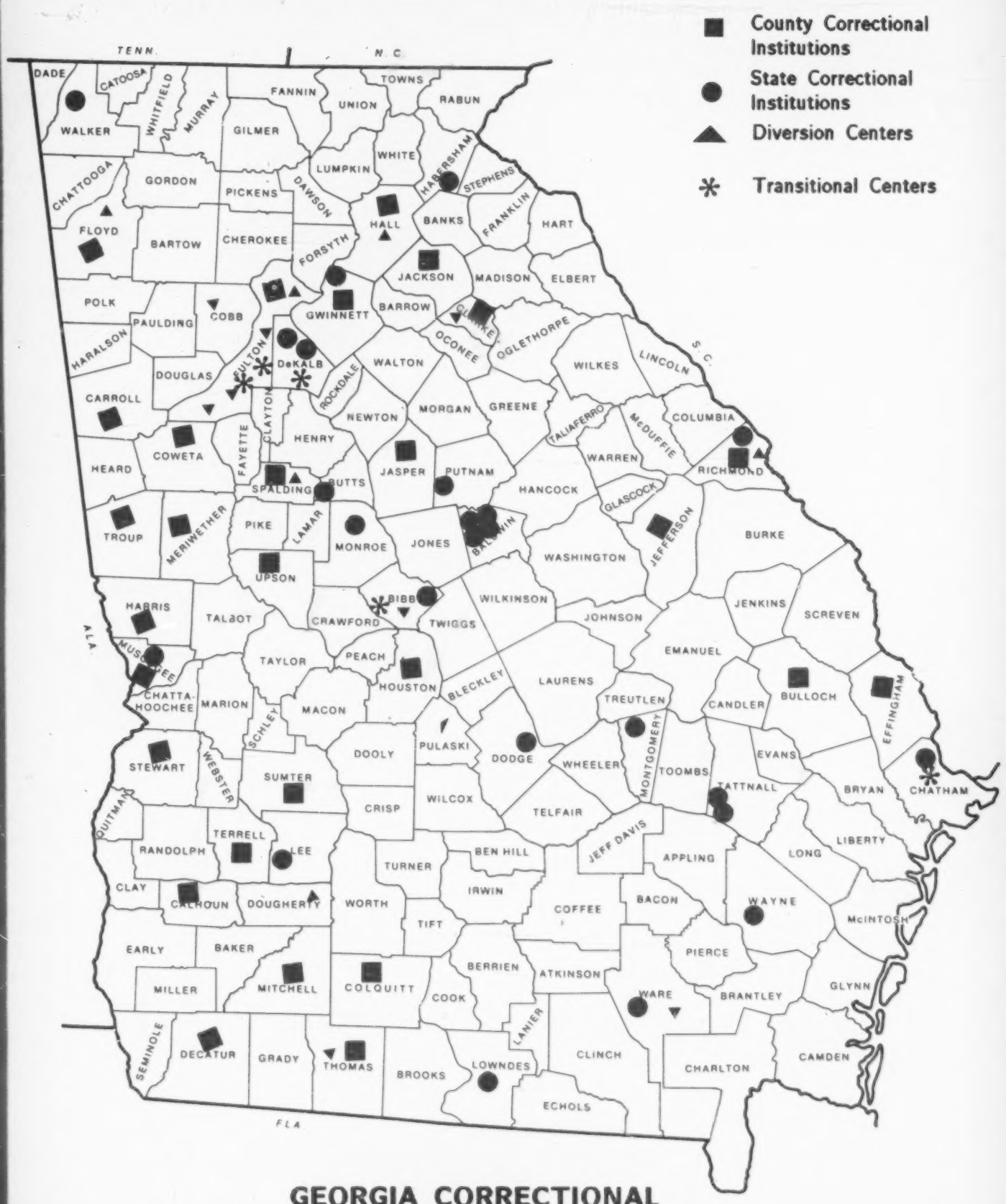
Care & Custody	$13.62
Food & Farm	2.94
P.O.M.	3.16
Health Care	3.65
Inst. Adm./Diag.	1.79
Rehab. Program	3.11
Central Adm.	.77
Dept. Adm./Trng.	1.39
Total	$30.43

Excludes Capital Outlay – $2.92

Number of Inmate Days and Average Daily Cost

FY 1985

Institution	Average Inmate Count	Inmate Days	*Total Expenditures (Excluding Capital Outlay & A.L.R.)	*Total Cost Per Inmate (Excluding Capital Outlay & A.L.R.
Augusta C.M.I	567	206,955	11,208,535	$ 54.16
Central C.I.	539	196,735	$ 4,960,523	25.21
Coastal C.I.	740	270,100	6,461,114	23.92
Dodge C.I.	455	166,075	4,376,712	26.35
G.D. & C.C.	1,475	538,375	12,910,926	23.98
G.I.I.	1,433	523,045	13,627,319	26.05
G.S.P.	786	286,890	19,207,231	66.95
G.T. & D.C.	264	96,360	2,651,843	27.52
Lee C.I.	630	229,950	5,348,514	23.26
Lowndes C.I.	121	44,165	1,454,153	32.93
Metro C.I.	679	247,835	6,221,688	25.10
M.G.C.I:				
Y.O.	831	303,315	9,507,758	31.35
Men's	601	219,365	5,971,028	27.22
Women's	582	212,430	6,796,558	31.99
Rivers	796	290,540	9,370,023	32.25
Montgomery C.I.	425	155,125	3,373,849	21.75
Putnam C.I.	118	43,070	1,275,490	29.61
Rogers C.I.	421	153,665	4,589,193	29.86
Rutledge C.I.	577	210,605	5,821,038	27.64
Stn. Mtn. C.I.	222	81,030	2,015,176	24.87
Walker C.I.	320	116,800	2,747,369	23.52
Ware C.I.	102	37,230	1,294,676	34.78
Wayne C.I.	188	68,620	1,779,943	25.94
Totals & Averages	12,872	4,698,280	$142,970,659	$ 30.43



GEORGIA CORRECTIONAL FACILITIES

GENERAL SERVICES & SUPPORT

The General Services and Support Division works in the following ways to provide support services to the operational units of the department:

- Planning methods for achieving goals.
- Making financial records of business transactions and preparing statements concerning assets, liabilities and financial operating results of the agency.
- Estimating expenditures, revenues and the amounts of money assigned for a particular purpose in order to prepare the agency's total budget request for state officials to consider.
- Instructing and conditioning behavior, professionalism and performance of employees in an attempt to make those employees more proficient through qualified instruction and drill, realizing the possibilities for employees' growth, and by monitoring an employee's professional progress from earlier to later states of maturation.
- Serving as the visible employer of the individuals in the department who are paid to work for the state of Georgia.
- Seeking and engaging some single appropriate talent for work or service to the agency.
- Assigning a value to the department's employee resource, individually or collectively.
- Procuring purchases of tangible commodities and keeping an inventory of all appraisable assets of the department.

Budgeted with less than 100 full–time positions, the division is divided into eight sections.

Accounting

The Accounting Office keeps records on all expenditures made by departmental budget audits; issues checks for funds on deposit; prepares the department's semi–monthly payroll; and compiles and submits fiscal reports concerning the monetary resources of the Georgia Department of Corrections and the State Board of Pardons and Paroles. It provides necessary documentation to the State Department of Audits as required by law and departmental rules and regulations.

FY 1985

Documents Entered Into System	131,429
Total Checks Issued	206,765

Planning

The Planning Section focuses its efforts on helping departmental managers and staff to identify and prioritize major issues, and on developing plans to address those issues. The section has continued to focus its efforts on developing strategies to manage the continuing growth of and changes in the inmate and probationer population and on planning for more effective and more efficient use of the agency's resources.

Planners worked closely with other agency staff to complete several major projects during the past year. Plans to renovate Buford Correctional Institution, Lowndes Correctional Institution and Ware Correctional Institution into much larger, modern institutions were completed. Preliminary plans and supporting documentation for a budget request to build a special management unit to house some of the most difficult–to–manage inmates in the system were also developed.

Planning staff worked on a number of task forces including one that developed plans to build a school bus repair facility for Correctional Industries and another that addressed systemwide inmate manpower use and vocational training An operations manual for the new Public Safety Training Center in Forsyth, Georgia, was also written.

A major project to study security staff deployment in all state institutions resulted in the development of a computerized database that shows assignments by post, shift and function of the post. This database gives GDC the capability of using the computer to determine security staff requirements if staff assignments are changed or the staffing relief factor is changed. Computer graphics also enabled the development of digitized institutional site plans and floor plans, any of which can be modified as needed at a later date using the computer.

Plans scheduled to be completed during the next year include a long–term development plan for transitional services and a standard plan for the opening of a new facility.

Personnel

Personnel administration of state employees is governed by a large body of federal and state law, State Personnel Board Rules and department policies and procedures. The department's personnel offices serves both the employee advocate and the management office to assure that this important resource is handled with fairness and efficiency. The Personnel Office handles all changes in pay and status, monitors all hiring and promotion, assures that equal employment opportunity is a reality and administers the grievance and disciplinary systems. We handled about 20,000 personnel actions in FY1985.

GDC's personnel staff supports the second largest state department in Georgia with 6,597 positions. The growth continues as reflected below.

EMPLOYEE GROWTH

	No. Classified Positions	Increase Over Previous Year
FY82	4,817	643
FY83	5,681	864
FY84	6,201	520
FY85	6,597	396

RACE AND SEX DISTRIBUTION AS OF 30 JUNE 1985

W/M	W/F	B/M	B/F	Other
2,928	1,233	1,189	516	40
49.6%	20.9%	20.1%	8.7%	.7%

Total: 5,906

Purchasing/Administrative Support

The department's central procurement and property control functions are coordinated by the Purchasing and Administrative Support Section. 30,579 purchases with a value of $24,396,463 were processed in FY85. The section serves as department liaison to the Department of Administrative Services and conducts audits of rules and regulations. The section also provides the motor vehicle computer management system for capture of all vehicle expenses in the department.

In FY85, the Care and Custody Unit continued to provide a system for the issuance and replacement standards on all inmate and officer supplies. A statewide uniform warehouse was expanded for the issuance and control of all correctional officer uniforms. This program is designed to meet the care and custody needs for all state correctional facilities in a consistent and systematic manner. Savings to the department through the control and warehousing of uniforms in FY85 totalled $300,000. In FY85, the Care and Custody Program implemented a computer system which captures data on each officer in the state by uniforms issued, turned in, destroyed and annual replacement date. Also, a program was designed for the warehouse inventory controls and the overall Care and Custody budget.

The Inventory Control Unit is responsible for the statewide property system. This system captures all non-consumable items in the department for control and accountability.

The department's Contract Administration Unit was formed to provide policy and guidance on all GDC contracts so that standard formats and procedures are utilized on any binding agreement.

This section is also responsible for GDC's statewide records program and acts as the department's telecommunications coordinator.

Special Services

During FY85 the Special Services Unit provided fiscal and monitoring support to approximately 20 local federally funded projects or programs. This fiscal year marked the department's and the unit's attempt to provide coordinated on-the-job training for offenders through its utilization of Job Training Partnership Act funds.

Special Services continued to serve as fiscal agent for a variety of projects funded by the Department of Education, the Georgia Endowment for the Arts, the U.S. Department of Justice, the National Institute of Corrections, county governments and service delivery areas across the state. Funding for FY85 exceeded $1,100,000.

The Local Jail Improvements and the Financial Aid to Counties Programs continued to be administered by the unit in FY85, generating approximately 50 contractual agreements with county governments to improve local jails or county correctional institutions. $1,240,000 was made available to support the two programs during this financial period.

Staff Training and Development

Staff Training and Development had an increase of 4,855 trainees during FY85 over the previous year as reflected below:

TRAINING ACTIVITY

Fiscal Year	No. of Sessions	No. of Trainees
1983	1,563	14,781
1984	1,959	17,624
1985	2,413	22,479

The 22,479 trainees attended 110 courses taught by GDC trainers.

The job task analysis for correctional officers conducted in conjunction with the Georgia Peace Officer Standards and Training Council was completed. As a result of this analysis, the Basic Security Training Program for all new correctional officers taught at the Georgia Correctional Training Academy (formerly Staff Development Center) in Forsyth, Georgia, was revised. The new Basic Correctional Officer Training Program was implemented in July 1985. This new comprehensive program gives four weeks (160 hours) of training to each new correctional officer. The academy staff taught 17 sessions for 1,105 trainees. However, a total of 1,452 trainees attended 35 sessions at the academy.

The field training staff was completely merged into a single statewide cooperation and reorganized to offer more help with the training at all the correctional institutions and centers across the state. The field staff conducted 1,786 training sessions for 14,506 trainees.

The Satellite Training Academy at Georgia State Prison held 382 training sessions for 3,663 trainees.

A new function was approved by POST and added to Staff Development and Training, namely that of special programs development. The first session developed for this program and submitted to POST for approval was an eight-hour in-service course entitled "Stress Management." This unit assumed the additional responsibilities for teaching and coordinating food service training courses (Levels I-IV). It has expanded the program to include at least two Level I courses annually at Rogers Correctional Institution and in the Reidsville area, to provide maximum use of personnel.

Special Programs Development, assisted by the director of the University of Georgia School Law Library, provided volumes of required law library materials to Dodge and Rogers Correctional Institutions. It has further provided bi-weekly training support to the Georgia State Prison Training Academy for court-ordered in-service training. In the upcoming fiscal year, this program will be expanded to include Rogers Correctional Institution.

Data Management made a total of 70,128 entries on the GEMS Training Data Base to record the training which occurred across the state. These data transactions generated 20 special monthly, quarterly and yearly training activity reports, as well as yearly comparative reports. Over 1300 contacts were made with vendors in the purchasing for the four training offices and for central office staff. Nine-hundred ninety in-house purchase requests were prepared which resulted in 970 documents being prepared for the Accounting Unit for a total expenditure of $1,290,633.54. This is an average expenditure of $58.30 per trainee for FY85.

Budget

This section has responsibility for the development of the agency's annual budget which is derived from their evaluation of a need or a request from all units in the department.

After submission of the request the budget office monitors the progress of the request through its many steps prior to its becoming an appropriations bill. This requires the constant preparation of additional justification documents to support the agency's request.

During the year expenditures are monitored and problems are reported to the proper managers. If adjustments are required amendments are prepared. (See financial data in appendix.)

INTERNAL AFFAIRS & ASSESSMENT

The Internal Affairs and Assessment Division is charged with the general overview responsibility of ensuring, through its individual sections and their specialized mission, the integrity and quality of the department's administration/management, operations, fiscal and program components. Each of the seven sections – Fiscal Audits; Evaluation and Statistics; the GDC Fire Marshal; the Inspector General; Internal Investigations/Intelligence; Operations (includes policies and procedures and rules and regulations); and Computer Systems – have the responsibility to identify problematic or deficient administrative or operational areas. To accomplish this, the division utilizes applicable laws, codes, rules and regulations, policies, planning documents and accepted standards of practice. The process does not stop with problem identification alone, as the staff are very much involved in attendant solutions by way of making corrective recommendations, initiating proposed regulations or policies for review, providing investigative and evaluative reports and providing the capability for automated information retrieval upon which management can make decisions and/or take corrective action.

Evaluations and Statistics

The Office of Evaluation historically has provided the department with an in–house capability to objectively examine its operations and programs, and to provide policy–makers and managers with salient and timely information in these areas. This information typically took the form of a simple management report paper, or at its most complex, a long–term, all–inclusive evaluation effort. The information needs of the intended audience and the complexity of the subject determine the approach.

In September of 1985 the office greatly expanded this function by adding the Statistics Section to its ranks. This section provides statistical and research information to the operating divisions of GDC and to the executive and legislative branches of state government, as well as to other public and private agencies. The move promises to accentuate this effort within the department by encouraging expansion into more sophisticated areas of data analysis and interpretation.

Utilizing both mainframe computers and microcomputers, during this reporting period the Statistics Unit answered 169 requests for statistical information from such users as departmental staff, other Georgia agencies, agencies from other states, federal agencies, the legislature, judges, attorneys, students, the private sector and the public. Staff from the unit worked directly with each of these users, gaining knowledge of the project involved and thereby insuring that the data provided answered the request in the most efficient manner. The unit also obtained $59,000 during FY 1985 as reimbursement to the department for housing Mariel Cubans.

During FY 1985 Evaluation staff have designed and implemented seven major evaluations in the areas of mental health services to inmates, transitional centers, Intensive Probation Supervision, drug and alcohol programs and urinalysis screening. In addition, the office began publishing a series of "Management Information Papers," designed to provide department managers with descriptive statistics and analysis of selected areas of current interest to the department. These papers have included profiles of inmates convicted under the "Guilty but Mentally Ill" statute, and examinations of community service programs and of special alternatives to prison programs. The office has also contributed research work to the American Correctional Association's committee on affirmative action by developing an analysis of the race and sex distribution among all levels of correctional staff

across the nation from statistics provided by the Office of Equal Employment Opportunity.

Fire Marshal

The fire marshal is responsible for a statewide fire safety program which has as its basic goal, meeting the mandated compliance of federal and state laws, fire safety codes and departmental rules, regulations, policies and procedures. Because of continuing population growth experienced during the fiscal year, fire safety was a priority concern to the department's administration.

As a part of his duties, the GDC Fire Marshal's Office conducts testing of blankets, pillows and mattresses for use in GDC facilities. They work with institutional staff to develop evacuation plans for local facilities, and coordinates mutual aid arrangements with local fire departments to provide emergency backup fire fighting capabilities. In addition, an inspection process ensures that all facilities under the jurisdiction of GDC meet applicable state and national Life Safety Codes. During FY85 171 inspections of those facilities were conducted.

In compliance with Georgia law and GDC standards, certificated training classes were provided, in conjunction with Georgia Fire Academy, for Basic Fire Safety Training, Inspector Training, Central Office Orientation Training and Tactical Squad Training.

In addition to GDC staff training provided, the department's Fire Safety Training Program was conducted for several county jails as well as staff of the Federal Bureau of Prisons.

During FY85 funds were centrally designated to support the Fire Safety Program. Fire protective clothing and other supplies were purchased from these funds. A fire department was opened at GSP/Rogers Correctional Institution to provide fire protection for the two institutions, a 9,000 acre reservation, 155 houses and the surrounding community.

Fiscal Audits

The Fiscal Audit Section examines fiscal records of the field units and other areas as required for completeness; adherence to generally accepted accounting procedures; control of funds and property; accuracy of data generated; and adherence to department policy, rules and regulations and laws.

During FY85 the section conducted:

- 98 audits of probation offices
- 24 audits of center facilities
- 27 audits of correctional institutions

The section serves to gather information, analyze the fiscal records and pass this information on to managers and administrators in the form of audit reports. These reports, to be used as a tool to improve fiscal operations by managers, require a written response from the unit maintaining such records. The Internal Audit Section serves to gather information for and share with the State Department of Audits and Accounts as requested.

Funds receipted into the GDC trust accounts during the fiscal year ending June 30, 1985 were:

$47,250,000	Probation Offices
$ 8,700,000	Correctional Institutions
$ 5,550,000	Center Facilities
$61,500,000	**Total Trust Funds Receipted in FY85**

The audit section has been involved in the development of the automated records systems for the probation offices and correctional institution trust accounts. These systems are being reviewed for security, user and administrative needs, and generally accepted accounting needs.

Inspector General

It is the responsibility of the inspector general to determine if applicable laws, regulations, policy and procedures governing the Georgia Department of Corrections activities are being adhered to and that legal requirements are being met with respect to:

- The provision of adequate security.
- The safety of persons and property.
- The health needs of inmates and probationers as demonstrated by proper sanitation and adequate medical care.
- The maintenance of property and equipment; to protect its fiscal value and to assure its intended function and long life.

The Inspector General is also responsible for the identification of corrective action requirements necessary for resolving deficiencies and for the immediate correction of flagrant abuses.

Determinations of deficiencies or abuses are made through on-site inspections of all facilities and property under the jurisdiction of the Commissioner and Board of Corrections. Currently these include the following:

State Institutions	23
County Institutions	27
Transitional Centers	5
Diversion Centers	14
Other Facilities	5
Total	72

These inspections are accomplished by the inspector general and one assistant inspector who is based in a Dublin office and has responsibility for the inspection of all facilities south of the Diagnostic and Classification Center at Jackson. The inspector general inspects all departmental facilities north of that location.

During the current fiscal year, an average of 13.7 inspections per month were completed for an annual total of 151 inspections.

Internal Investigations Section

The Internal Investigations Section is made up of two components – the intelligence area and the investigative area.

The intelligence area collects, analyzes and disseminates intelligence data in order to maintain a current, workable database to assist in the detection of illegal activities within the jurisdiction of the department, and in conjunction with various federal, state and local law enforcement agencies.

During FY85 this section gathered information, analyzed the data and passed tactical and trend information on to administrators in the form of sensitive reports and/or bulletins.

Intelligence data was gathered and maintained concerning activities involving escape plans, riots, disruptions, smuggling and trafficking of contraband, organized crime and other violations of state law or departmental rules, and identified inmates involved in subversive groups or activities.

The investigative area is designed to detect violations of rules and regulations of the department and laws of the state. The investigative areas is responsible for conducting both criminal and non-criminal investigations involving inmates, institutions and employees.

During FY85 this unit investigated 435 incidents within the Georgia penal system. These incidents included homicides, group disturbances and disruption, aggravated assaults, sexual offenses, thefts of state property, arson, employee malfeasance, drugs, escapes, other civil litigation and alleged violations of the Guthrie suit.

The Internal Investigation Section conducted

392 criminal history inquiries of Central Office employees, student interns and consultants, and fingerprinted 34 new employees.

The Internal Investigations staff attended various specialized training sessions. This training, in such areas as arson investigation and terrorism, has enhanced the operation of the unit and its benefits to the department.

Operations

The purpose of this office is to ensure the implementation of statutory, judicial, policy and administrative requirements in the department, though the internal functions of assessment, monitoring, promulgation, research, consultation and emergency coordination.

During this year, assessments were made of the impact of 16 acts of the Georgia General Assembly, which impacted the department. These assessments were made to determine the legal requirements of the acts, the actions indicated for the department and the division responsible for implementation.

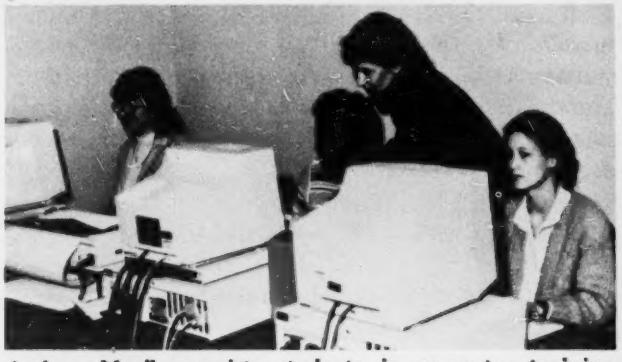
Monitoring focused on the implementation status of laws from previous years. Seventy–nine of the 100 impactful laws which were being monitored were implemented through the major revision of the rules or by other state agencies. A determination was made that the remaining 21 outstanding laws from previous years could be implemented through board policy, or departmental or division procedures.

The promulgation effort this year involved the completion of a major revision of the rules and regulations of the department. This process included coordination with departmental managers and liaison with the Office of Attorney General, Office of Secretary of State and Office of Legislative Counsel.

Administrative and legal research was conducted in response to 106 requests from staff and the general public.

The Emergency Coordination for Natural Disaster Operations Plan and Nuclear Emergency Operations Plan with the procedures for Georgia Emergency Management Agency were reviewed and confirmed as being current. This year emergency procedures were developed in cooperation with departmental staff and staff in the Georgia Building Authority for the central office staff.

A major project emphasis of Operations for next year will be to coordinate a revision of departmental and divisional standard operating procedures.



Andrea Mueller assists students in computer training class.

Computer Systems

The Office of Computer Systems has the responsibility to design, establish and maintain a complex network of computer systems aimed at the following major objectives:

- Increasing accuracy, speed and effectiveness of Information.
- Getting and storing information for use by the agency.
- Helping make more informed and timely decisions.
- Getting information to the right people at the right time.

The major computer systems are described and briefly explained below:

New Central Database: Offender Tracking Information System (OTIS)

Records of inmates, probationers and information to support the parole system have been maintained on Sperry Univac mainframe computers for many years. As is customary in large and ancient database systems, the requirements for access to and management of these records, combined with needs to provide more information outgrew the capabilities of the existing programs. This resulted in a cooperative

project by the Department of Administrative Services Division of Information and Computer Services (DOAS–I&CS), GDC and the State Board of Pardons and Paroles to develop a modern solution, beginning in 1979. The first phase, "Probation side," of the new system, known as OTIS is a state–of–the–art database management system. It was developed over a three–year period and was installed in October 1983.

A detailed design of the "Inmate side" of OTIS was completed in December 1984 and programming began in the spring of 1985. When fully implemented, OTIS, with a third phase to serve the needs of the parole system, will be the central core of vital data for the state correctional agencies for many years to come. The large investment in this new system, with the inherent commitment to processing and storing large volumes of offender data in the Sperry Univac mainframe environment addressed in this plan to be viewed in the context of how it relates to OTIS, or how it relates to the OTIS data communication system and the Univac Mainframe Computer.

Dedicated Mainframe Computers for Criminal Justice Information

Beginning in FY 1985, after a brief attempt to serve all users with a single mainframe clarified some important security, backup and user access issues, the two Univac computers owned by the state and operated by DOAS–I&CS were reconfigured and dedicated to the criminal justice agencies. The newer 1100–82 mainframe serves the Georgia Crime Information Center (GCIC) and an 1100–81 serves GDC and the Parole Board. These machines and peripheral equipment, located in a secure data center in the State Archives Building are connected to back each other up in case of malfunction of either one and to transfer sensitive criminal records (subject to Federal Department of Justice and GCIC security regulations) between the GCIC network and the offender data files. The DOAS staff and other resources used to operate these mainframes is funded through a cost–sharing arrangement by the user agencies.

In FY85 the systems development and programming personnel associated with these systems were transferred from DOAS–I&CS to the respective agencies. This new arrangement has given GDC valuable, responsive in–house expertise and a better perspective of the mainframe system. Communication about how to design and develop a complete system linking with the mainframe resources has improved.

Central Office Automated Systems

During FY 1984 and 1985 PC systems were obtained and installed in several central office sections. Initial steps toward automation of office work, data management and specialized reporting have been taken in the following areas:

- Budget
- Office of Computer Services
- Medical and Mental Health Services
- Food Service
- Farm Operations
- Procurement and Property Control
- Commissioner's Office
- Procurement and Property Control
- Internal Affairs (Administration and Investigations)
- Internal Audit
- Engineering
- Evaluation
- Probation Administration.

Institutional Management System (IMS)

In early 1983 GDC acquired two small computer systems and contracted to develop programs to automate some of the routine and arduous manual work performed at correctional institutions. Initial priorities were for inmate funds and store transactions, accounting and tracking of work and housing assignments/rosters. These were successfully developed at GII (Alto) and the Augusta Medical Correctional Institution, but limitations of the existing computers' speed, memory and disk storage soon became apparent. The new "IBM PC technology" was assessed by GDC systems staff during FY 1984 and it was determined that the "IBM standard" would be adopted and the software would be rewritten to run on IBM and compatible personal computers. These were acquired in early 1985 and after a period of testing, networking for file back up and file sharing between two PCs, and some enhancement and documentation of software, the

original systems were replaced. In FY85 GDC purchased an unrestricted, perpetual license to use and modify programs developed by the contractor at all GDC facilities.

PROBATION

Through a statewide network of 109 probation offices and 14 diversion centers, the Probation Division provides essential services within the criminal justice system to bring about socially accepted behavior of convicted offenders that ensures the welfare of the citizens of the state.

This is accomplished by developing plans of action that address probationers' individual needs and that involve intervention strategies such as surveillance, counseling, agency referrals, collection of fines, restitution and community service.

During 1985 the responsibilities of the Probation Division were carried out by various organizational components.

Community Service

The establishment of community service programs, as a responsibility of the Probation Division within the Georgia Department of Corrections, was mandated by legislative acts which includes DUI legislation. By legislative definition, community service is "uncompensated work of an offender with an agency for the benefit of the community pursuant to an order by a court as a condition of probation." Community service programs offer the opportunity to establish a fair and appropriate punishment. At the same time these programs present a clear alternative for offenders to do something constructive for the community.

Community service programs were authorized by state law in 1982, but the probation community service program will receive its first 10 field positions in FY86. From November 1984 through March 1985, the number of probationers sentenced to perform community service increased by 90%, and court-ordered community service hours increased by 101%. The Probation Division has developed general guidelines designed to provide clarity and flexibility for the implementation and effective coordination of the expanding community service program throughout the state.

Community service as a sentencing option is being used more frequently by the courts as a condition of probation. A major effort is underway to provide technical assistance to circuits to implement, expand or enhance community service programs.

A computerized record-keeping system for documenting community service activities statewide has been developed for auditing purposes. Legislation was introduced and passed in the 1985 session of the General Assembly to further clarify the community service liability exposure.

The Community Service Program is well received by the public, therefore, we expect the growth of the program to continue.

Community Service in Georgia

- Provides a middle-range punishment option
- Promotes a work-ethic approach to punishment and establishes accountability
- Benefits the community in needed areas of service
- Is a highly visible program which fosters citizens and agency involvement
- Allows the offender to repay the community through work in its behalf

Community Service

Number of probationers during FY85	6,790
Number of hours served by probationers	850,522
Approximate labor value for community service work performed in communities (calculated at minimum wage of $3.35 per hour)	$2,849,249

Note: Figures do not include residents at diversion centers.

Diversion/Restitution Center Program

The Diversion/Restitution Center program has grown in the past decade from one federally–funded "halfway" house to 14 state–funded diversion centers. Three additional centers are currently in construction phases.

The diversion center program has as its major thrust the supervision of offenders who would typically receive a prison sentence. In lieu of incarceration, a judge may sentence an offender to a minimum of 120 days at a diversion center. While at the center, the offender will maintain full–time employment, earnings from which room and board assessments, restitution, court costs and fines, medical and dental costs and dependent support are deducted. While a resident of a diversion center, an offender is also involved in counseling, in–house life skills and educational programs, and services are provided by community agencies as need is identified.

The following earnings and disbursements statistics detail the financial activity of diversion centers in FY 1985:

Earnings and Disbursements

Resident Gross Earnings	$ 4,046,640
Resident Taxes Paid	$ 767,669
Resident Room and Board	$ 1,135,171
Resident Dependent Support	$ 420,806
Resident Payment of Restitution	$ 170,120
Resident Payment of Court Fines	$ 589,500
Resident Community Service	56,777 hrs.

Griffin Diversion Center Superintendent James Fletcher makes visit to job location of resident.

Diversion Centers

- Provide relief for overcrowded prisons and jails
- Are less costly than prison
- Provide 24–hour–per–day structured supervision
- Require offenders to work and to pay taxes, fines, restitution and room and board
- Places burden of cost on offender rather than the taxpayer
- Provide the court with means of restricting the offender's freedom
- Address the public's demand that certain offenders receive a more harsh sentence than regular probation
- Allow selected offenders a means of stabilizing their lives
- Allow an offender to remain a productive person through employment
- Permit continued opportunity for family and community interaction

Each level of supervision has an accompanying standard number of contacts. The **Intensive** level has five contacts per week by the team of probation officer and surveillance officer. The other levels have the required statewide standards as follows:

Levels of Supervision

Maximum –3 contacts per month

High – Monthly face–to–face, one field contact

Medium – Monthly telephone contact, quarterly face–to–face

Minimum – Monthly telephone contact

Financial – Child support payments (weekly & monthly)

The **Administrative** category involves those cases that with court approval are receiving no direct probation supervision. The **Other** category includes new cases pending classification and those who have absconded or who are serving concurrent prison sentences.

Careful Screening goes into the IPS selection process.

Intensive Probation Supervision Program

In the continuing efforts of the Georgia Department of Corrections to ensure bed space in its state institutions for the violent and career criminal, intensive probation supervision plays an ever–increasing role. This program, recognized as the toughest "street" probation in the nation, has been used as a model in several other states as a means of providing community supervision to certain nonviolent offenders who typically would receive a prison sentence. By providing strict, closely monitored supervision such as that found in the Intensive Probation Supervision Program, more prison space can be reserved for those offenders who need incarceration due to the threat they pose to society.

The program, begun in Georgia in FY 1983 in 13 judicial circuits, now is operational in 33 judicial circuits. Total yearly diversion capability is now 1,800. Particularly attractive in this program is that all costs thus far have been paid by revenues from a probation fee which judges began imposing on many probationers statewide in 1982. Continued expansion of the program is expected to occur as probation fee revenues become available.

Program Elements Include:

- Minimum of 5 face–to–face contacts per week with the probationer
- Mandatory curfews that are randomly checked
- Routine drug/alcohol screens
- Minimum of 132 hours of community service to be performed
- Emphasis on employment and payment of
- court–ordered financial obligations and dependent support
- Involvement and exchange of information with local law enforcement
- Referrals to key community agencies for rehabilitative services

Probation Fee

Sentencing judges began imposing probation fees in March 1982. Fee payments range from $10–50 per month, dependent on the probationer's ability to pay. The revenues from the probation fee have been used to totally fund Georgia's Intensive Probation Supervision program.

Probation Fee Revenues

FY 1983	$ 862,837
FY 1984	$ 1,660,977
FY 1985	$ 2,491,492

Interstate Compact

The purpose of the Probation Interstate Compact Office for probation is to serve as an agency for Georgia whereby all correspondence is received from the circuit offices and out-of-state compact offices. The office processes requests as follows: record checks, information for presentence investigations, requests for transfer of supervision, progress and conduct reports and violation reports.

As of June 1985 there was a total of 5,000 compact cases including Georgia and out-of-state cases. The office averaged receiving 175-200 requests for transfers out and in during each month of fiscal year 1985.

Probation Classification Workload Management System

The purpose of case classification is:

- to improve the effectiveness of service delivery to the probationer
- to develop a uniform standard for classification on a statewide basis
- to provide a data base for budgeting and staff development on a workload rather than a caseload model.

Since the system was implemented in July 1982, the Probation Division has a standard description of the number of cases, the standards of supervision and an allotment of time to assess the delivery of services and to identify the circuits that require additional personnel to meet the workload. During the fiscal year, the information on each probationer has been made part of the Probation Management Information System which is the data base for historical as well as a current tracking system.

Classification and workload information are retrieved from a database that has been revised and updated. Many changes in forms and procedures have been implemented to record information for improved decision-making. The instruments used were validated by an outside research and evaluation team.

The following statistics are taken from the Probation Caseload/Workload report for the fiscal year 1985:

Probation Caseload/Workload

Level	Number	Percentage
Intensive	771	.8
Maximum	5,602	6.0
High	15,802	17.2
Medium	24,281	26.4
Minimum	16,440	17.8
Administrative	9,596	10.4
Financial	13,897	15.1
Other	5,833	6.3
Total	92,222	100.0

Other Workload Statistics

Long form presentence investigation	5,261
Short form presentence investigation	3,804
Record checks	45,474
Out-of-state investigations	2,222
Psychological reports	1,249
Court time (hours)	105,005
URESA cases	16,261

FY 1985 Collections

Total amount of restitution	$ 3,705,023
Total amount of fines	$ 15,402,036
Total amount of child support	$ 23,477,115
Total	$ 42,584,174

The year 1985 also produced the following statistics:

Revocations

Technical	1,705
New Crime/Conviction	1,500
New Crime/No Conviction	1,448
Total	4,653

Absconders

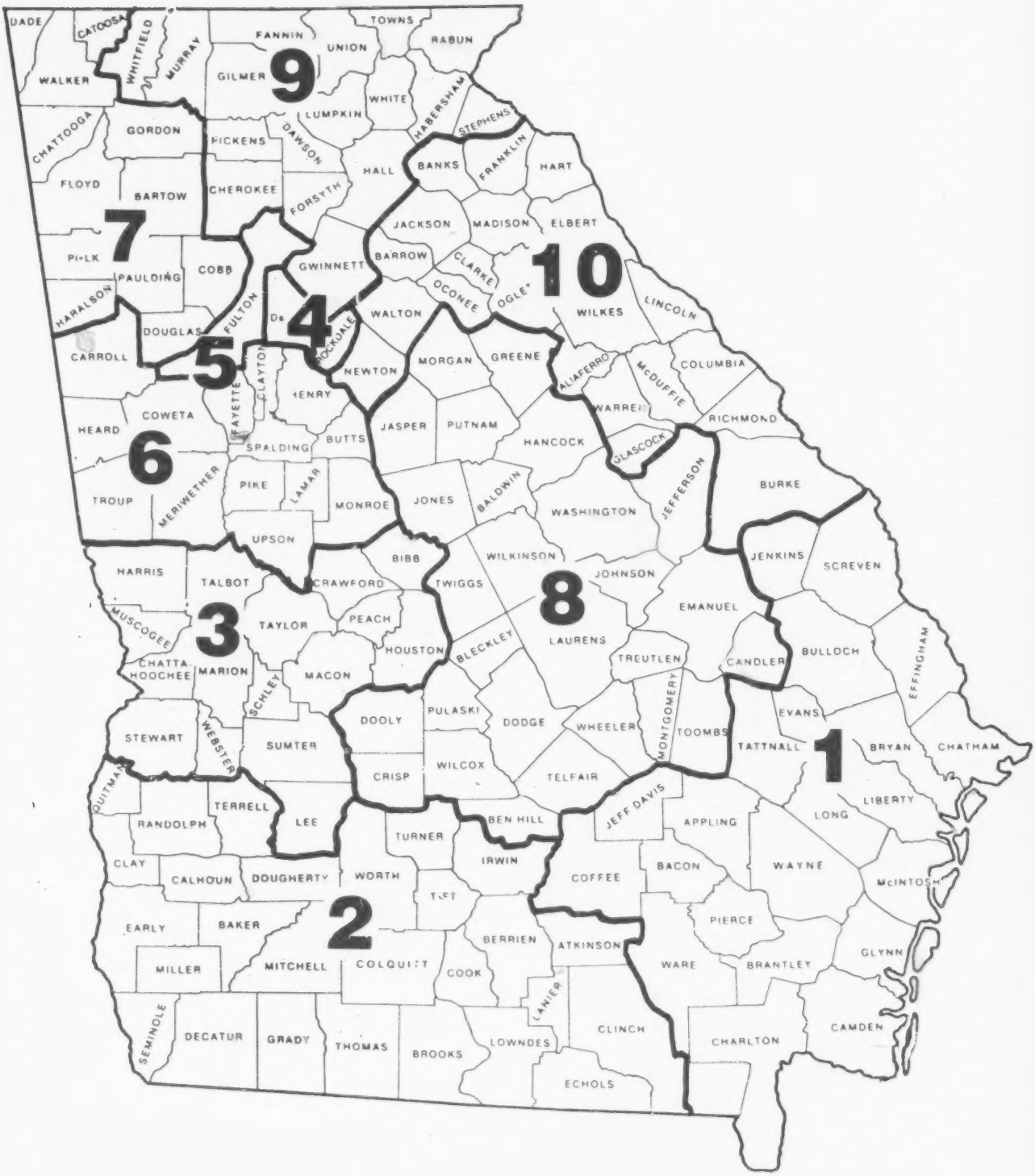
Tolled	220
Non Tolled	1,779
Total	1,999

Inmates in the SAI program perform hard physical labor much like military basic training.

Special Alternative Incarceration Program

This program is based on recognition of the fact that many young, impressionable male offenders (ages 17–25) need a short 90–day prison experience to understand the need for change in their lifestyle and criminal behaviors. The program is patterned after military basic training, with emphasis on physical labor. Very little idle or discretionary time is available to the offender in this program. If the offender abides by the rules and regulations of the Special Alternative Incarceration Program, he is returned to regular probation supervision at the end of 90 days.

The SAI program became operational in November 1983 at Dodge Correctional Institution. The capacity at opening was 50 beds. Due to interest in the program and its utilization by judges, the capacity increased to 100 beds in July 1984.



GEORGIA PROBATION DISTRICTS

TECHNICAL SERVICES

The Technical Services Division includes food and farm services, Georgia Correctional Industries and Facilities Development and Engineering. Each section's responsibilities is defined below.

Georgia Correctional Industries

Georgia Correctional Industries Administration, a public corporation of the state, is directed by a board of directors consisting of members of the Georgia Board of Corrections. The administration's day-to-day operating functions are under the Technical Services Division of the Department of Corrections.

Georgia Correctional Industries has been reorganized administratively, with the addition of the operational audits section. This section is charged with the responsibility of improving quality through a quality control program, and to review all manufacturer procedures and designs.

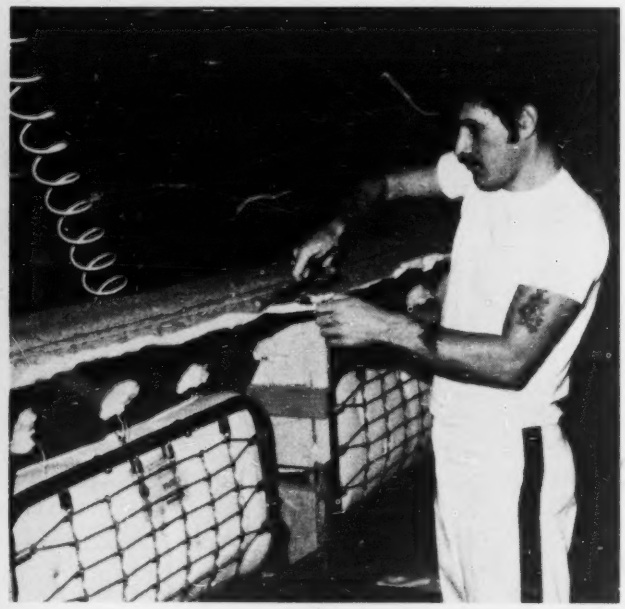
The section is directed to utilize the inmate work force to manufacture quality economical products for tax supported government agencies. These programs are administered in such a diversified manner as to offer a minimum of competition to private industry and labor.

Georgia Correctional Industries' philosophy on inmate work programs is that instilling the work ethic in inmates is of prime importance. The Section feels the prospective employers want to

INDUSTRIAL OPERATIONS

Location	Plants	Investment Machinery & Equipment	Manufacturing Space Square Feet	Inmate Employment
Lownes C.I. Valdosta, GA	1	$ 90,102	14,400	25
Georgia State Prison Reidsville, GA	3	$1,546,349	103,200	158
Walker C.I. Rock Springs, GA	1	$ 390,305	24,000	70
Dodge C.I. Chester, GA	1	$ 183,048	18,000	55
Colony Farm Hardwick, GA	2	$ 507,231	41,720	300
Montgomery C.I. Mount Vernon, GA	3	$ 601,591	34,800	163
Stone Mountain C.I. Tucker, GA	1	$ 307,645	22,000	37
Total	12	$3,626,271	258,120	808

hire individuals who are punctual, cooperative and receptive to discipline as well as possessing useful industrial skills.



Within each of Georgia Correctional Industries production facilities, it is essential that an inmate produce quality goods and services while acquiring the proper training to successfully compete in the post–release world of work. To this end, an internal training section has designed, developed and implemented 28 industrial training courses and programs. These training programs are registered with the Bureau of Apprenticeship and Training and include a four–year apprenticeship program in its printing operations. Also, in conjunction with Brewton–Parker College in Mount Vernon, Georgia, the training taking place within Georgia Correctional Industries' Montgomery operations is awarded 41 quarter hours of college credit toward a terminal two–year associate of applied science degree. This degree program makes Georgia Correctional Industries the most fully educationally accredited prison industry organization within this nation.

The past year has been a record–setting year for the administration in establishing new products, inmate employment, manufacturing facilities modernization and sales. The expansion of our chemical, textile and metal products lines provided the bulk of our new products as well as increased inmate employment in these facilities.

Facilities Development and Engineering

The Office of Facilities Development and Engineering is responsible for the design, construction and maintenance management of all new and existing departmental facilities as well as the management of all lease facilities. FDE is responsible for implementation of GDC's master plan for the increased delivery of services in a climate of increasing population, increasing construction costs and formulation of minimum facility standards.

This section is divided into five major areas:

Design – Presently directing the design and development of five major institutions and three centers with an estimated value of $200 million.

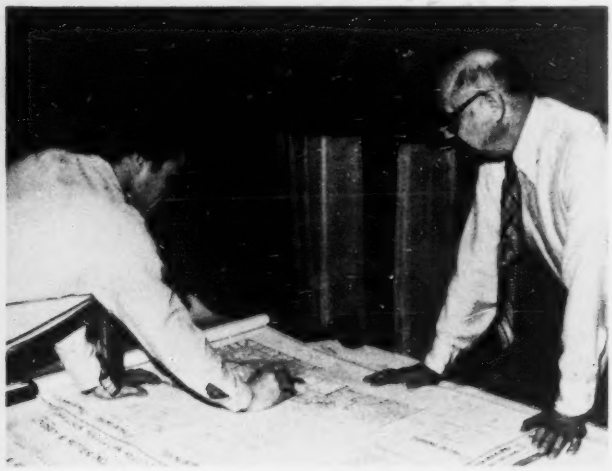
Facility Construction – Twelve million dollars was allocated to build the Forsyth Correctional and Training Facility which is near completion. A $2 million perimeter security system at Georgia State Prison as well as a $3 million housing unit at Rogers CI are currently under construction. In addition, construction is underway on a warden's residence at Ware CI and Dodge CI, guard towers at Augusta Correctional/Medical Institution and Dodge CI, the Columbus Diversion Center and an institutional chapel at Georgia Diagnostic & Classification Center. In addition, a $300,000 wastewater land application system is under construction at the Georgia Diagnostic & Classification Center.

State Inmate Construction Crew – Under the supervision of FD&E, the inmate construction

crew has performed numerous construction projects, including a swine breeding facility, dairy cattle shelter and warehouses.

County Inmate Construction Crew – Another inmate construction crew performs major renovation projects on local county jails in accordance with a 50/50 match of state and county funds. This project is a joint venture with the Department of Community Affairs.

Maintenance – Responsibility for maintenance of 23 major institutions falls into this area. The unit is also responsible for approximately $400,000 of Central Repair Funds to be used at all facilities. In addition, inmate crews are used to undertake major repair projects such as roofing, heating system repairs, etc. Technical support and preventive maintenance program support is also provided.



Major Accomplishments – FY 1985

- Completion of 14 local county jail renovation projects by the county inmate construction crew.
- The development of a standard plan for guard towers.
- Completion of a 100–bed high security housing addition valued at $2.5 million at the Georgia Women's Correctional Institution.
- Completion of the renovation of "A" Unit at Georgia State Prison, providing 377 beds.
- Completion of $500,000 worth of farm–related facilities at Georgia State Prison/Rogers Correctional Institution by inmate labor.

Food and Farm Services

The function of the Food and Farm Services Section of the Georgia Department of Corrections is to meet the following major objective:

> **To provide a nutritionally balanced meal meeting all regulatory standards for inmates and residents in the most cost effective manner.**

During Fiscal Year 1985 there was a total of 12,243,567 meals served by correctional facilities. This is an average of 33,544 meals per day, which does not include approximately 9,000 meals per day prepared by Central State Hospital and served to inmates at the Middle Georgia Complex.

Funding was obtained in the FY85 amended budget for the following farm–related capital outlay projects:

- Additional layer house and feed mill at Montgomery Correctional Institution.
- Irrigation system for orchard at Wayne Correctional Institution.
- Irrigation system for present lagoon at the Swine Project located at Rogers Correctional Institution.
- Two free stall–loafing barns for dairy at Rogers Correctional Institution.
- Additional lagoon and finishing slab for 1,000 head of swine at Rogers CI.
- Circular Pivot Irrigation System at Rogers CI. This system will cover over 200 acres of crop land.
- Emergency generator and small building to house generator for the Swine Project at Georgia Industrial Institute.

The above projects are currently under construction.

Major Accomplishments

Construction has been completed on a new breeding barn at the Swine Project, a farm equipment shelter and motor vehicle maintenance facility at Rogers CI. Funds for these projects

were appropriated in the FY 1894 amended budget.

Increased production of canned farm vegetables was realized this past fiscal year at the Rogers Cannery.

The department increased beef herd operations at Middle Georgia Correctional Institution, Georgia Industrial Institute, Walker Correctional Institution and Georgia Diagnostic and Classification Center.

Upgraded the dairy herd at Rogers Correctional Institution. Constructed 39 individual calf hutches which drastically reduced the calf mortality rate.

Farm Product Value to Cost Comparison

FY 1985 Community	Units of Production	Total Cost of Product	Unit Cost	Unit Value	Total Value	Cost Ratio
Beef, dressed lbs. Savings	1,102,036	$1,688,746	$1.5324	$1.8746	$2,065,877 $377,131	1.22
Pork, dressed lbs. Savings	1,269,284	$970,102	$0.7643	$1.3081	$1,660,350 $690,248	1.71
Eggs, Poultry Savings	906,163	$469,687	$0.5183	$0.7622	$690,677 $220,990	1.47
Milk, gallons Loss	265,757	$618,559	$2.3275	$1.7922	$476,290 <$142,269>	0.77
Vegetables, lbs. Savings	3,486,389	$378,335	$0.1085	$0.3399	$1,185,024 $806,689	3.13
Syrup, gallons Loss	2,620	$25,576	$9.7622	$2.4720	$6,477 <$19,099>	0.25
Orchard, lbs. Savings	40,483	$17,723	$0.4378	$0.5562	$22,516 $4,793	1.27
Melons, lbs. Savings	598,385	$24,409	$0.0408	$0.0855	$51,162 $26,753	2.10
Totals		**$4,193,137**			**$6,158,373**	**1.47**
Total Savings					**$1,965,236**	

A laboratory was installed at the feed mill at Rogers CI in FY85 for the purpose of detecting Aflatoxin in grain, thereby reducing the risk of serious health problems in livestock and contamination of milk.

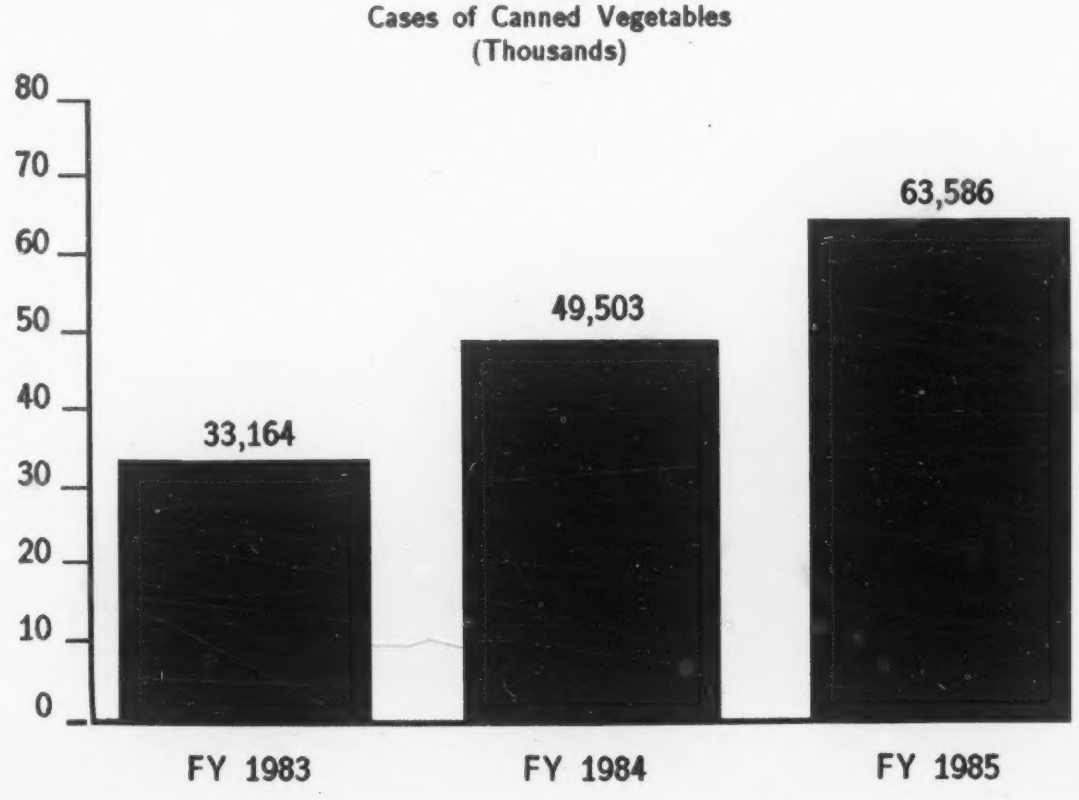
A new design for portion–controlled food service using a tray assembly process was adopted at Rogers CI in FY85. Significant savings are being realized in the Rogers CI food service operation, which prepares all food for delivery to the Georgia State Prison maximum security units.

Maintained the Food Service Certification Training Program in conjunction with the departmental training section and the University of Georgia.

With the assistance of personnel on contract from the University of Georgia Agricultural Extension Service, continued to correct malfunctions in the swine and dairy production projects at Rogers CI.

Cannery Production

Rogers Correctional Institution



APPENDIX

Georgia Department of Corrections

State Institutions

Augusta Correctional/Medical Institution
3001 Gordon Highway
Grovetown, GA 30813
404/860–8920
Gist: 336–8920
Supt.: Chuck Burden

Central Correctional Institution
4600 Fulton Mill Rd.
Macon, GA 31213
912/427–2010
Gist: 321–6203
Supt.: Gerald Willis

Coastal Correctional Institution
P.O. Box 7150
Garden City, GA 31048
912/964–9330
Gist: 335–9330
Supt.: Barry Gaither

Dodge Correctional Institution
P.O. Box 276
Chester, GA 31012
912/358–4801
Supt.: Ross Gearinger

Forsyth Facility
P.O. Box 696
Forsyth, GA 31029–0696
912/994–0062
Supt.: Truett Goodwin

Georgia Diagnostic & Classification Center
P.O. Box 3877
Jackson, GA 30233
404/775–3161
Gist: 254–6011
Supt.: Ralph Kemp

Georgia Industrial Institute
P.O. Box 709
Alto, GA 30510
404/778–2273
Gist: 243–4011
Supt.: Garrison Parker

Georgia State Prison
Star Route
Reidsville, GA 30499
912/557–4301
Gist: 367–4011
Supt.: Lanson Newsome

Georgia Training & Develop. Center
2989 W. Rock Quarry Road
Buford, GA 30518
404/945–1301
Supt.: Rick Abbott

Georgia Training & Development Center
2989 W. Rock Quarry Rd.
Buford, GA 30518
404/945–1301
Supt.: Rick Abbott

Lee Correctional Institution
P.O. Box 399
Leesburg, GA 31763
912/759–6453
Gist: 341–4373
Supt.: Ira Kelso

Lowndes Correctional Institution
P.O. Box 310
Valdosta, GA 31601
912/333–5271
Gist: 349–5271
Supt.: David Thompson

Men's Correctional Institution
P.O. Box 396
Hardwick, GA 31034
912/453–4702
Gist: 324–4702
Supt.: Jim Wharton

Metro Correctional Institution
1301 Constitution Rd.
Atlanta, GA 30316
404/624–1411
Supt.: Grady Lewis

Montgomery Correctional Institution
P.O. Box 256
Mount Vernon, GA 30045
912/583–2286
Supt.: Floyd James

Putnam Correctional Institution
P.O. Box 71
Eatonton, GA 31024
404/485–3301
Supt.: Larry Hurt

River's Correctional Institution
P.O. Box 1500
Hardwick, GA 31034
912/453–4591
Gist: 324–4591
Supt.: Cal Green

Rogers Correctional Institution
P.O. Box 5300
Reidsville, GA 30453
912/557–4771
Supt.: Robert Francis

Rutledge Correctional Institution
7157 Manor Road
Columbus, GA 31907
404/563–9434
Gist: 252–5184
Supt.: Paul Ford

Stone Mountain Correctional Institution
5500 Venable Street
Stone Mountain, GA 30083
404/469–1406
Supt.: Elie Jones

Walker Correctional Institution
P.O. Box 98
Rock Springs, GA 30739
404/764–1926
Supt.: Doug Williams

Ware Correctional Institution
P.O. Box 99
Waycross, GA 31051
912/285–6095
Gist: 368–6095
Supt.: Jerry Thomas

MGCI Administration Office
912/453–5201
Gist: 324–5201
Bus. Mgr.: Jim Seckinger

Wayne Correctional Institution
Route 1, Box 264
Odum, GA 31555
912/586–2244
Supt.: Tommy Wallace

Georgia Women's Correctional Institution
P.O. Box 218
Hardwick, GA 31034
912/453–5218
Gist: 324–5218
Supt.: Gary Black

Youthful Offender Correctional Institution
P.O. Box 417
Hardwick, GA 31034
912/452–5375
Gist: 324–5375
Supt.: Henry Andrews

County Institutions

Pulloch County Correctional Institution
P.O. Box 1085
Statesboro, GA 30458
912/764–6217
Acting Warden: John Akins

Carroll County Correctional Institution
502 Old Newman Rd.
Carrollton, GA 30117
404/832–3939
Warden: Tommy Payne

Clarke County Correctional Institution
2825 County Farm Road
Athens, GA 30610
404/354–2900
Warden: Charles Greenway

Colquitt County Correctional Institution
P.O. Box 339
Moultrie, GA 31768
912/985–3331
Warden: Leland Dampier

Coweta County Correctional Institution
1 Selt Road
Newnan, GA 30263
404/253–0794
Warden: James Wendell Whitlock

Decatur County Correctional Institution
P.O. Box 1218
Bainbridge, Ga 31717
912/246–1694
Warden: Wayne Holt

Effingham County Correctional Institution
Springfield, GA 31329
912/754–6071
Warden: Louis Davis, Jr.

Floyd County Correctional Institution
329 Black's Bluff Road
Rome, GA 30161
404/234–7549
Warden: J.W. Scott

Fulton County Correctional Institution
1101 Jefferson Street, N.W.
Atlanta, GA 30318
404/875–6454
Warden: Alfred Pierce

Gwinnett County Correctional Institution
P.O. Box 47
Lawrenceville, GA 30246
404/962–1497
Warden: Gary T. Lancaster

Hall County Correctional Institution
Route 3, Box 110 A
Gainesville, GA 30501
404/536–3672
Warden: Ralph Suggs

Harris County Correctional Institution
Route 2, Box 355
Hamilton, GA 31811
404/628–4959
Warden: Jimmy Evans

Houston County Correctional Institution
Kings Chapel Road
Perry, Ga 31069
912/987–1477
Warden: Ray Wheelus

Jackson County Correctional Institution
Route 3, Box 247
Jefferson, GA 30549
404/367–5287
Warden: Dale Glenn

Jefferson County Correctional Institution
Route 1, Box 9A
Louisville, GA 30434
912//625–7230
Warden: George T. Smith

Meriwether County Correctional Institution
Route 3, Box 3
Greenville, GA 30222
404/672–4433
Warden: Fred Smith

Mitchell County Correctional Institution
P.O. Box 191
Camilla, GA 31730
912/336–5691
Warden: Bruce Shiver

Muscogee County Correctional Institution
3950 Schatulga Road
Columbus, GA 31907
404/561–3220
Warden: Daniel Culpepper

Richmond County Correctional Institution
P.O. Box 5259
Augusta, GA 30906
404/798–5572
Warden: Michael Greene

Spalding County Correctional Institution
1515 Williamson Road
Griffin, GA 30233
404/228–2946
Warden: Bruce Redding (acting)

Stewart County Correctional Institution
P.O. Box 157
Lumpkin, GA 31815
912/838–4385
Warden: Bill House (acting)

Sumter County Correctional Institution
P.O. Box 484
Americus, GA 31709
912/924–6066
Warden: James W. McClung

Terrell County Correctional Institution
Route 5, Box 38
Dawson, Ga 31742
912/995–5381
Warden: James Kilgore

Thomas County Correctional Institution
Route 1, Box 302
Thomasville, GA 31792
912/226–8933
Warden: Donnie Cleveland

Troup County Correctional Institution
Route 1, Hamilton Road
LaGrange, GA 30240
404/882–7697
Warden: Billy Ledford

Upson County Correctional Institution
2440 Yatesville Highway
Thomaston, GA 30286
404/647–7452
Warden: W.R. Cochran

Transitional Centers

Atlanta Advancement Center
310 Ponce de Leon Ave., NE
Atlanta, GA 30308
404/894–4277
Gist: 222–4277
Supt.: James Doctor

Macon Transitional Center
1100 Second Street
Macon, Ga 31201
912/744–6090
Gist: 321–6090
Supt.: Art Gavin

Metro Transitional Center
1303 Constitution Road
Atlanta, Ga 31201
404/656–5375
Gist: 221–5375
Supt.: Mary Lewis

New Horizons
344 Ponce de Leon Ave.
Atlanta, GA 30308
404/894–4116
Gist: 222–4116
Supt.: Guy Hickman

Savannah Transitional Center
439 East Broad Street
Savannah, GA 31401
912/944–2268
Gist: 361–2268
Supt.: Herman Johnson

Diversion Centers

Albany Diversion Center
6006 Reid St., Turner Field
Albany, GA 31702
912/439–4309
Gist: 341–4309
Supt.: A. Don Chandler

Athens Diversion Center
P.O. Box 1229
Athens, GA 30601
404/542–8628
Gist: 241–8628
Supt.: David Gibbs

Atlanta Diversion Center
1566 Bankhead Highway, NW
Atlanta, GA 30318
404/792–7055
Supt.: Alexandere Bullock

Augusta Diversion Center
P.O. Box 5706
Augusta, GA 30906
404/790–2916
Gist: 334–2918
Supt.: Alvin Mitchell

Cobb Diversion Center
831 N. Cobb Parkway
Marietta, GA 30062
404/427–3148
Supt.: Dennis T. Clark

Columbus Diversion Center
Columbus, GA 31907
Supt.: Bobby Lavoie

Fulton Diversion Center
975 Memorial Drive, SE
Atlanta, GA 30316
404/656–3167
Supt.: Dawn Keaton

Gainesville Diversion Center
P.O. Box 2382
Gainesville, GA 30503
404/535-5723
Gist: 261-5723
Supt.: Barry P. Ladd

Gateway Diversion Center
15 Peachtree Place, NE
Atlanta, GA 30309
404/894-2650
Gist: 222-2650
Supt.: Arnold DePetro

Griffin Diversion Center
P.O. Box 1086
Griffin, GA 30224
404/229-5841
Supt.: James Fletcher

Macon Diversion Center
1232 Jefferson Road
Macon, GA 31201
912/744-6197
Gist: 321-6197
Supt.: R. Dennis Cook

Rome Diversion Center
c/o Northwest Georgia
Regional Hospital, Bldg. 206
Rome, GA 30161
404/295-6418
Gist: 231-6418
Supt.: James H. Deal

Thomasville Diversion Center
P.O. Box 980
Thomasville, GA 31792
912/228-5177
Gist: 344-2348
Supt.: Roger Varnadore

Waycross Diversion Center
P.O. Box 759
Waycross, GA 31502-0759
912/285-6028
Gist: 368-6028
Supt.: Robert Lanier

Women's Diversion Center
1053 West Peachtree St.
Atlanta, GA 30309
404/894-5610
Gist: 222-5610
Supt.: Marie McNair

DEPARTMENT OF OFFENDER REHABILITATION
BALANCE SHEET - BUDGET FUNDS
JUNE 30, 1985

ASSETS	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS, AND SUPPORT	"E" PROBATION FIELD OPERATIONS	TOTAL
CURRENT ASSETS				
Accounts Receivable				
Appropriation Allotments	$ 1,811,054.00	$ 9,395,444.00	$ 2,168,375.00	$13,374,873.00
Federal Grants				-
Direct Grant		696.89		696.89
Sub-Grants		134,739.35		134,739.35
Other	1,765.12	2,744,034.31		2,745,799.43
Total Assets	$ 1,812,819.12	$12,274,914.55	$ 2,168,375.00	$16,256,108.67
LIABILITIES AND FUND EQUITY				
CURRENT LIABILITIES				
Cash Overdraft	$ 691,777.67	$ 4,521,257.57	$ 741,361.79	$ 5,954,397.03
Vouchers Payable	820,568.33	6,633,173.97	1,010,493.38	8,464,235.68
Total Liabilities	$ 1,512,346.00	$11,154,431.54	$ 1,751,855.17	$14,418,632.71
FUND EQUITY				
Fund Balances				
Reserved				
Federal Projects				
Direct Grant		$ 59,511.00		$ 59,511.00
Sub-Grants		22,408.03		22,408.03
Insurance Recoveries		1,707.21		1,707.21
Special Education Contracts		10,299.54		10,299.54
		$ 93,925.78		$ 93,925.78
Unreserved				
Surplus	$ 300,473.12	1,026,557.23	$ 416,519.83	1,743,550.18
Total Fund Equity	$ 300,473.12	$ 1,120,483.01	$ 416,519.83	$ 1,837,475.96
Total Liabilities and Fund Equity	$ 1,812,819.12	$12,274,914.55	$ 2,168,375.00	$16,256,108.67

DEPARTMENT OF OFFENDER REHABILITATION
STATEMENT OF CHANGES IN FUND BALANCES - BUDGET FUNDS
YEAR ENDED JUNE 30, 1985

	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS, AND SUPPORT	"E" PROBATION FIELD OPERATIONS	TOTAL
FUND BALANCES JULY 1, 1984				
Reserved				
For Federal Project		$ 23,346.35		$ 23,346.35
For Insurance Recoveries		42,500.78		42,500.78
For Special Education Contracts		6,719.11		6,719.11
		$ 72,566.24		$ 72,566.24
Unreserved Surplus	$ 189,957.72	676,214.43	$ 56,966.53	923,138.68
	$ 189,957.72	$ 748,780.67	$ 56,966.53	$ 995,704.92
ADDITIONS				
Adjustments to Prior Year's Accounts Payable	27,716.54	96,018.16	1,775.56	125,510.26
Excess of Funds Available over Expenditures Exhibit "E"	272,544.07	1,011,393.90	414,707.84	1,698,645.81
Prior Year's Checks Voided		370.00		370.00
Reimbursement of Prior Year's Expenditures	967.48	34,927.81	36.43	35,931.72
	$ 491,185.81	$ 1,891,490.54	$ 473,486.36	$ 2,856,162.71
DEDUCTIONS				
Unreserved Fund Balance (Surplus) Returned to Department of Administrative Services, Fiscal Division Year Ended June 30, 1984	$ 189,957.72	$ 676,214.43	$ 56,966.53	$ 923,138.68
Adjustments to Prior Year's Accounts Receivable	754.97	16,467.44		17,222.41
Refund of Federal Funds to Grantor		1,532.02		1,532.02
Refund of Prior Year's Revenue		4,227.40		4,227.40
Reserved Fund Balance Carried Over from Prior Year as Funds Available		72,566.24		72,566.24
	$ 190,712.69	$ 771,007.53	$ 56,966.53	$ 1,018,686.75
FUND BALANCES JUNE 30, 1985				
(To Exhibit "C")	$ 300,473.12	$ 1,120,483.01	$ 416,519.83	$ 1,837,475.96

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1985

FUNDS AVAILABLE	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS, AND SUPPORT	"E" PROBATION FIELD OPERATIONS	TOTAL
REVENUES				
APPROPRIATION ALLOTMENTS				
General Appropriations	$ 22,223,717.00	$ 136,857,926.00	$ 26,134,562.00	$ 185,216,205.00
Amended Appropriations	392,130.00	(-) 1,957,182.00	1,226,313.00	(-) 338,739.00
Governor's Emergency Fund			5,000.00	5,000.00
Total Appropriation Allotments	$ 22,615,847.00	$ 134,900,744.00	$ 27,365,875.00	$ 184,882,466.00
FEDERAL FUNDS (See Schedule)				
Direct Grants		$ 63,747.73		$ 63,747.73
Sub-Grants		585,023.56		585,023.56
Total Federal Funds		$ 648,771.29		$ 648,771.29
OTHER REVENUES RETAINED (See Schedule)	$ 682,568.32	$ 2,498,400.92	$ 3,311,804.28	$ 6,492,773.52
Total Revenues	$ 23,298,415.32	$ 138,047,916.21	$ 30,677,679.28	$ 192,024,010.81
CARRY-OVER FROM PRIOR YEAR				
Transfer from Reserved Fund Balance				
Federal Project				
Sub-Grant				
Department of Education				
Library Services and Construction Act Grant No. 60-572		$ 23,346.35		$ 23,346.35
Insurance Recoveries		42,500.78		42,500.78
Special Education Contracts		6,719.11		6,719.11
Total Carry-Over from Prior Year		$ 72,566.24		$ 72,566.24
Total Funds Available	$ 23,298,415.32	$ 138,120,482.45	$ 30,677,679.28	$ 192,096,577.05

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1985

EXPENDITURES	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS, AND SUPPORT	"E" PROBATION FIELD OPERATIONS	TOTAL
PERSONAL SERVICES				
Salaries and Wages	$ 7,015,010.77	$ 71,290,703.39	$ 19,837,164.94	$ 98,142,879.10
Employer's Contributions for:				
F.I.C.A.	468,759.87	4,981,648.27	1,277,427.20	6,727,835.34
Retirement	1,142,745.71	11,861,189.28	3,332,902.21	16,336,837.20
Health Insurance	380,811.79	3,918,921.90	1,095,851.81	5,395,585.50
Personal Liability Insurance	8,400.00	115,075.00	28,225.00	151,700.00
Unemployment Compensation Insurance		204,859.72		204,859.72
Workers' Compensation Insurance	38,305.00	519,104.00	103,028.00	660,437.00
Assessments by Merit System	35,782.00	490,236.45	120,148.00	646,166.45
	$ 9,089,815.14	$ 93,381,738.01	$ 25,794,747.16	$ 128,266,300.31
REGULAR OPERATING EXPENSES				
Motor Vehicle Expenses	$ 163,526.15	$ 1,049,135.21	$ 157,207.74	$ 1,369,869.10
Supplies and Materials	338,412.53	14,754,778.26	348,832.91	15,442,023.70
Repairs and Maintenance	34,888.88	1,086,602.97	73,338.04	1,194,829.89
Lease/Purchase of Equipment	30,335.48	86,575.11	13,563.04	130,473.63
Rents (Other Than Real Estate)	52,313.36	126,208.03	66,218.42	244,739.81
Insurance and Bonding	6,400.00	145,432.00	14,228.00	166,060.00
Claims and Indemnities		6,178.47		6,178.47
Direct Benefits - Medical Care and Public Assistance		2,181.71		2,181.71
Tuition and Scholarships		18,220.16		18,220.16
Other Operating Expenses (See Schedule)	128,353.16	92,758.52	29,599.92	250,711.60
	$ 754,229.56	$ 17,368,070.44	$ 702,988.07	$ 18,825,288.07

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1985

TRAVEL	$ 340,261.45	$ 65,010.64	$ 421,705.28	$ 826,977.37
MOTOR VEHICLE EQUIPMENT PURCHASES (See Schedule)		$ 440,926.41	$ 230,028.40	$ 670,954.81
PUBLICATIONS AND PRINTING	$ 62,000.17	$ 101,215.95	$ 86,708.65	$ 249,924.77
EQUIPMENT PURCHASES	$ 41,758.42	$ 1,603,202.01	$ 201,771.03	$ 1,846,731.46
COMPUTER CHARGES				
Supplies and Materials	$ 27,072.07	$ 1,287.44	$ 5,912.40	$ 34,271.91
Repairs and Maintenance	11,180.15			11,180.15
Lease/Purchase of Equipment	12,962.60			12,962.60
Software	32,705.50	6,328.00	2,210.00	41,243.50
Equipment Purchases	50,937.25	20,456.92	94,479.80	165,873.97
Per Diem, Fees and Contracts				
Per Diem and Fees	135,568.79			135,568.79
Contracts (See Schedule)	106,975.00			106,975.00
Computer Billings, DOAS	789,312.32			789,312.32
	$ 1,166,713.68	$ 28,072.36	$ 102,602.20	$ 1,297,388.24
REAL ESTATE RENTALS (See Schedule)	$ 996,835.43	$ 243,096.00	$ 675,143.46	$ 1,915,074.89
TELECOMMUNICATIONS	$ 296,254.20	$ 978,619.06	$ 372,074.08	$ 1,646,947.34
PER DIEM, FEES AND CONTRACTS				
Per Diem and Fees	$ 169,872.38	$ 227,548.66	$ 9,803.66	$ 407,224.70
Contracts (See Schedule)	721,227.84	195,943.42	20,769.47	937,940.73
	$ 891,100.22	$ 423,492.08	$ 30,573.13	$ 1,345,165.43
CAPITAL OUTLAY				
Other Costs				
Motor Vehicle Expenses		$ 6,913.29		$ 6,913.29
Supplies and Materials		1,241,719.77		1,241,719.77
Rents (Other Than Real Estate)		271.25		271.25
Other Expenditures (See Schedule)		2,659.32		2,659.32
Extraordinary Expenditures (See Schedule)			$ 300,000.00	300,000.00
Travel		1,469.35		1,469.35
Equipment Purchases		121,152.80		121,152.80
Per Diem, Fees and Contracts				
Per Diem and Fees		36,360.00	25,799.50	62,159.50
Contracts (See Schedule)		406,833.00	1,055,200.50	1,462,033.50
		$ 1,817,378.78	$ 1,381,000.00	$ 3,198,378.78
AUTHORITY LEASE RENTALS				
Georgia Building Authority (Penal)		$ 440,000.00		$ 440,000.00
OTHER				
UTILITIES				
Power, Water and Natural Gas	$ 44,090.87	$ 6,367,369.89	$ 263,629.98	$ 6,675,090.74
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEALS				
Per Diem, Fees and Contracts				
Contracts (See Schedule)		$ 2,216,884.18		$ 2,216,884.18
PAYMENTS TO CENTRAL STATE HOSPITAL FOR UTILITIES				
Per Diem, Fees and Contracts				
Contracts (See Schedule)		$ 1,094,022.14		$ 1,094,022.14
COUNTY SUBSIDY				
Grants to Counties, Cities and Civil Divisions (See Schedule)	$ 6,760,874.50			$ 6,760,874.50
COUNTY SUBSIDY FOR JAILS				
Grants to Counties, Cities and Civil Divisions (See Schedule)	$ 105,840.00			$ 105,840.00
INMATE RELEASE FUNDS				
Other Expenditures (See Schedule)		$ 830,625.71		$ 830,625.71
COURT COSTS				
Per Diem, Fees and Contracts				
Per Diem and Fees	$ 350,039.26			$ 350,039.26
CENTRAL REPAIR FUND				
Other Costs				
Repairs and Maintenance	$ 488,123.87			$ 488,123.87
Rents (Other Than Real Estate)	3,330.20			3,330.20
Equipment Purchases	54,896.25			54,896.25
Per Diem, Fees and Contracts				
Per Diem and Fees	1,694.00			1,694.00
	$ 548,044.32			$ 548,044.32

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1985

EXPENDITURES continued	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS, AND SUPPORT	"E" PROBATION FIELD OPERATIONS	TOTAL
OTHER				
HEALTH SERVICE PURCHASES				
Other Costs				
Supplies and Materials		$ 1 694,829.26		$ 1,694,829.26
Direct Benefits - Medical Care and Public Assistance		47,174.89		47,174.89
Per Diem, Fees and Contracts				
Per Diem and Fees		3,885,387.74		3,885,387.74
Contracts (See Schedule)		4,041,494.00		4,041,494.00
		$ 9,668,885.89	-	$ 9,668,885.89
GRANTS FOR COUNTY WORKCAMP CONSTRUCTION				
Grants to Counties, Cities and Civil Divisions (See Schedule)	$ 605,636.44			$ 605,636.44
PAYMENTS TO THE MEDICAL ASSOCIATION OF GEORGIA FOR JAIL AND PRISON HEALTH CARE CERTIFICATION				
Per Diem, Fees and Contracts				
Contracts (See Schedule)		$ 40,479.00		$ 40,479.00
LOCAL JAIL EQUIPMENT GRANTS				
Grants to Counties, Cities and Civil Divisions				
Douglas County	$ 50,000.00			$ 50,000.00
GRANTS FOR LOCAL JAILS				
Grants to Counties, Cities and Civil Divisions (See Schedule)	$ 398,072.59			$ 398,072.59
PAYMENTS TO GEORGIA CORRECTIONAL INDUSTRIES				
Per Diem, Fees and Contracts				
Contracts (See Schedule)	$ 524,305.00			$ 524,305.00
Total Other	$ 9,386,902.98	$ 20,218,266.81	$ 263,629.98	$ 29,868,799.77
Total Expenditures	$ 23,025,871.25	$ 137,109,088.55	$ 30,262,971.44	$ 190,397,931.24
Excess of Funds Available over Expenditures	272,544.07	1,011,393.90	414 707.84	1,698,645.81
	$ 23,298,415.32	$ 138,120,482.45	$ 30,677,679.28	$ 192,096,577.05

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